

Sales Management

THE MAGAZINE OF MARKETING



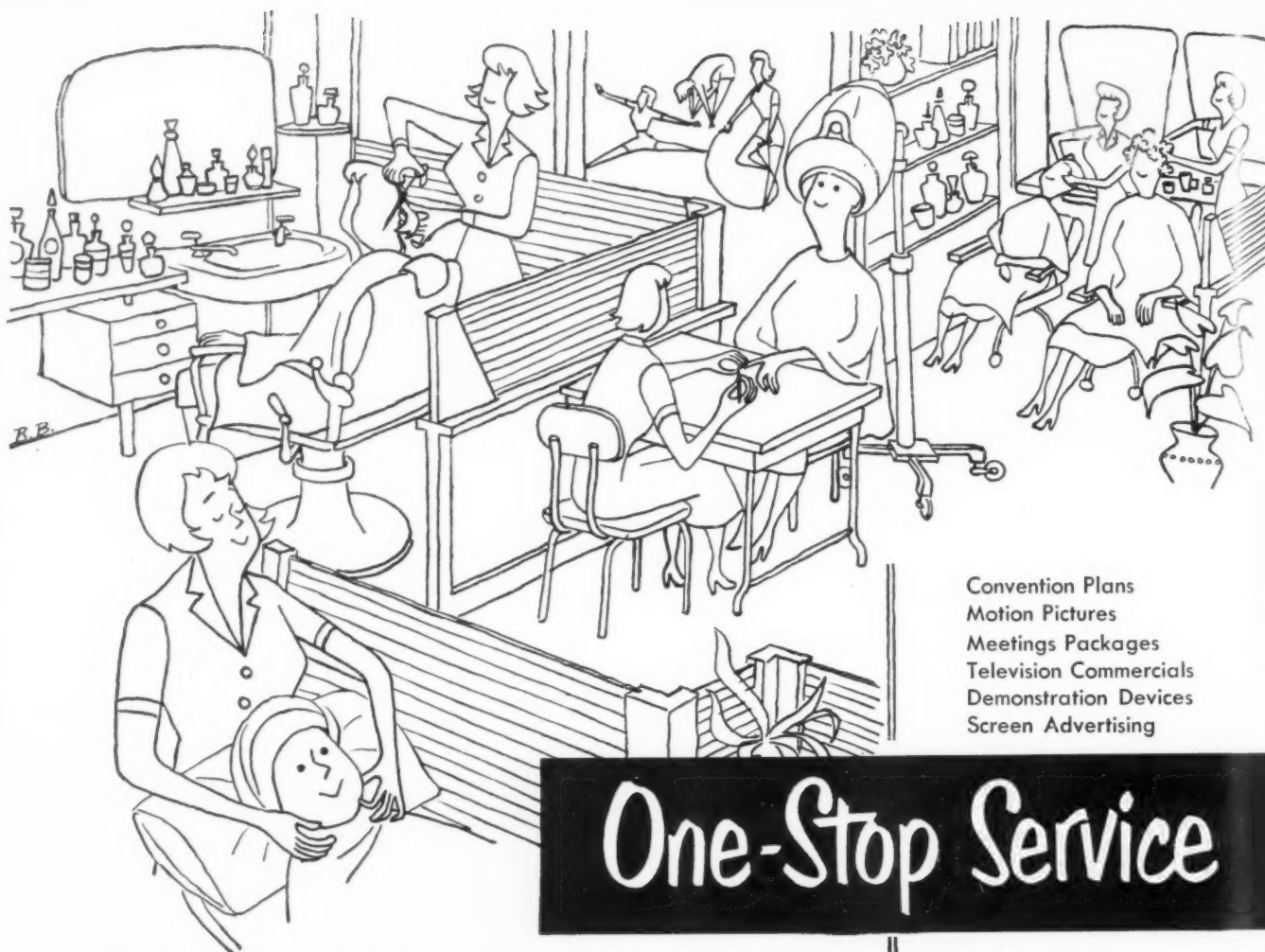
Roy Fruehauf: Tailor-made marketing builds Colossus of Roads. Page 84.

OW MUCH SALES CHIEFS WERE PAID BY SIMMONS,
ETHLEHEM, AND MANY OTHER FIRMS (P. 28) WHY
HE SHOE PINCHES THE SHOE INDUSTRY (P. 37)

A
BILL
BROTHERS
PUBLICATION

FIFTY CENTS

DEC-15-1951



Convention Plans
Motion Pictures
Meetings Packages
Television Commercials
Demonstration Devices
Screen Advertising

One-Stop Service

They're all getting ready for visual presentations. Anything or everything . . . treatments tailored to each client's particular needs.

To help get your program understood and help put it over, Jam Handy offers a complete service on "visual" presentations in any or every form.

That's why it is best to deal with Jam Handy. One-Stop Service saves time and needless extra accounting . . . many other costly duplications. Dealing with a self-contained organization saves confusion . . . places the responsibility at a single source . . . gets the whole job done better, easier, at less cost.

One-Stop Service eliminates the worry and much of the rush. Take advantage of any or all of this specialized help at your next important meeting, educational program, field activity or film advertising project.

Look at this list of Jam Handy products and services. They are all available in one spot, at one stop. The result? Satisfactory service at the lowest cost. Write or phone—

The
JAM HANDY
Organization

Skits
Cartoon Comedies
Training Manuals
Slidefilms
Pictorial Booklets
Transparencies
Slides
Film Distribution
Turnover Charts
Meeting Guides
Tape Recordings
Disc Recordings
Promotion Pieces
Poster Charts
Banners
Training Devices
Quiz Materials
Speech Coaching
Pageants
Stage Presentations
Portable Stages
Meeting Equipment
Projection Service
Technicolor Productions
Field Surveys
Convention Supervision

Offices →

NEW YORK 19
1775 Broadway

WASHINGTON 6
1730 H. Street, N.W.

DAYTON 2
310 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
230 North Michigan Ave.

LOS ANGELES 28
7046 Hollywood Blvd

Detroit Means Business...

**3 BILLIONS
IN DEFENSE
CONTRACTS SINCE
JULY, 1950**

**HIGHEST
MEDIAN INCOME
OF ALL MAJOR
U. S. CITIES**

**TOTAL
WORK FORCE OF
1,452,000 PEOPLE
EARNING
100 MILLIONS
WEEKLY**

**BIG
BUSINESS**

**885,000
AUTOMOBILES
—
805,000
FAMILIES**

**60%
OF DETROIT
FAMILIES LIVE IN
SINGLE DETACHED
HOMES**

Use THE NEWS'
high concentration
to get it at
LOWEST COST!

Detroit News' coverage is densest where business volume is greatest. 95% of The News' total weekday circulation is focused in the Detroit retail trading zone . . . the 6-county area that embraces the most rapid-growing communities in Michigan, and is the source of practically all retail trade for Detroit advertisers. In this most vital of all buying areas, The News delivers 89,259 *more* circulation than the morning paper, and 42,769 *more* than the other evening paper. That's why advertisers place practically as much lineage in THE NEWS as in both other papers combined.

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

459,808

highest weekday circulation of
any Detroit newspaper.

565,718

highest Sunday trading
area circulation.

A. B. C. figures for 6-month period
ending September 30, 1951

Eastern Offices: 110 E 42nd St., New York 17—under management of A. H. KUCH • Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

DECEMBER 15, 1951

The COURIER-EXPRESS *SELLS* WESTERN NEW YORK Because WESTERN N. Y. IS SOLD ON THE COURIER-EXPRESS

ONE REASON is complete, factual, unbiased reporting. An outstanding local staff combines with *six* great news services...*three* of them exclusive with the Courier-Express in Buffalo...to bring Western New Yorkers the full, up-to-the-minute word and picture story of world, national and local happenings.

Associated Press
International News Service
*Chicago Tribune
United Press

*Overseas News Service
*New York Times Foreign Service
*Exclusive with the C-E in Buffalo

THE PROOF is found in the fact that more people* buy the Sunday Courier-Express than any other paper in the State, outside of New York City... and that the Morning Courier-Express is the proved medium to best sell those families with the most money to spend.

*290,348 ABC Audit, 9/30/50

COLOR

for Greater Selling Power
Full color (two, three or four) available weekdays... black plus one color, Sundays.

BUFFALO COURIER EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:

SCOLARO, MEEKER & SCOTT
It Gets Results *Because It*
Gets Read Thoroughly

Sales Management

CONTENTS, DECEMBER 15, 1951

ADVERTISING

Tailored-to-Market Methods
Build Colossus of Roads

By making products and promotion fit the widely-varying needs of all industries, and helping them all to expand, Fruehauf builds \$160 million annual trailer sales volume.

By Lawrence M. Hughes, Special Feature Editor 84

COMPENSATION

Salary Stabilization Board do's and don'ts on sales salaries and commissions on all types of salesmen except "driver-salesmen."

By Philip Salisbury, Editor, Sales Management 35

How much the sales chiefs made in salary and bonus at American Woolen, Beech-Nut, and many other concerns 28

DISTRIBUTOR POLICY

When Salesmen Lack Enthusiasm
For an Old, But Basic, Policy

Before you blame the salesmen, ask yourself: Is the policy clear, is it in writing, and has it been explained? Carborundum took a fresh look at its 50-year-old distributor policy, revitalized it by giving district sales managers and their salesmen more authority.

By F. J. Tone, Jr., Vice-President in Charge of Sales, The Carborundum Co. 46

GENERAL

A Christmas Letter
To Boys in the Service

By E. R. Broden, Executive Vice-President, The Carborundum Co. 45

MERCHANDISING

Monsanto Besieges and Captures
New England Market for Eskimo

The product: A new anti-freeze. First sales were achieved by going direct to dealers. Then came jobber distribution. All major media were used for advertising, with strong emphasis on local coverage for many small city markets. 42

What Retailers Want In Your Bill Stuffers

Mr. Cumming spells out the four reasons why manufacturers' promotional pieces are winning renewed favor and he outlines 10 rules for designing mailers stores will like and use. By James C. Cumming, Vice-President, Anderson & Cairns, Inc. 76

SALES POLICY

Why Bargain Basements Are Jammed With Cut-Price Shoes

Sales of footwear are lagging far behind the volume-growth trend in ready-to-wear. It's the industry's own fault, says this St. Louis shoe man. The people in it are complacent, tradition-ridden, unable to catch up with the times. Before you laugh and consider this as just "shoes," ask yourself—is *your* industry making these same costly mistakes?

1. Failure to analyze consumer demand
2. Failure to evaluate distribution channels
3. Failure to recognize the age of specialization
4. Failure to develop sound dealer-relations policies
5. Failure to develop effective programs for point-of-purchase merchandising
6. Failure to get together—as an industry
7. Failure to initiate and carry through retail sales training
8. Failure to recognize need for promotion that will make consumers conscious of the basic product.

By James S. Legg, Vice-President and Sales Director, Heydays Shoes, Inc. 37

SALES PROMOTION

The Popeyed Prospect on the Hairpin Curve

... he winds up signing an order and goes home with a new car and a grin like a slice of watermelon. He's been in the company of an astute Norwegian who sells British cars to Americans who live in California. It's Showmanship with a capital "S"—but its essence is sound sales psychology.

By Kjell Qvale, Owner, British Motor Car Co. 54

TRAINING FILMS

Candid Camera Focuses On Bristol-Myers Retail Customers

Now, at last, Ipana's sales chief can bring to his sales training meetings dozens of "adventures in shopping" as they actually happened at retail counters and secretly filmed by Allen Funt, originator of "The Candid Mike" and "The Candid Camera" programs of radio and TV 80

DEPARTMENTS AND SERVICES

| | | | |
|------------------------------|-----|------------------------------|----|
| Advertisers' Index | 111 | Readers' Service | 73 |
| Advertising | 104 | Scratch Pad | 20 |
| Comment | 112 | Shop Talk | 98 |
| The Human Side | 8 | Significant Trends | 35 |
| Marketing Pictographs | 65 | They're in the News | 40 |
| Packaging to Sell | 62 | Washington Bulletin Board .. | 28 |
| People and their Ideas | 15 | Worth Writing For | 52 |



THE GREATEST PURCHASING POWER THE WORLD HAS EVER KNOWN APPRECIATIVELY ENVISIONS THE SCOPE AND SERVICE EXPERIENCED BY USE OF THOMAS REGISTER

For many years Uncle Sam has given Thomas Register a Contract at regular subscription rates ... (exclusive in its field) ... for one or more copies of each edition for substantially every important government procurement office. It has also forwarded T.R. to all Consulates and other important government trade agencies throughout the world. Over 1200 copies of the current 1951 edition to U. S. Government alone.

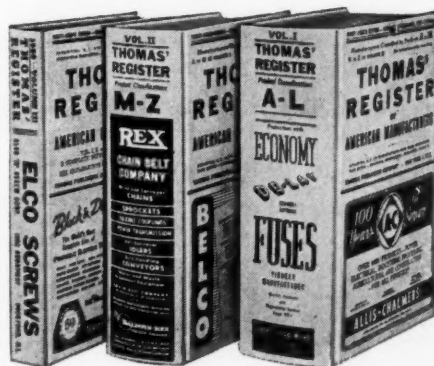
Yet, this vast purchasing potential uses only a fraction of the total T.R. edition, 95% of which is subscribed to and paid for by important private industry—representing, in addition to the enormous government buying, more than 60% of the total industrial purchasing power of all U. S. private industry.

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

THOMAS REGISTER

461 EIGHTH AVENUE • NEW YORK 1, N. Y.





Music, music, music!

Nothing gets orders better than calls . . . and no magazine for businessmen rings more bells than Nation's Business. Cash register bells, door bells . . . if you mean business, Nation's Business is your bell-ringer extraordinary. Three-quarters of a million *mass coverage* of the \$500 billion business market . . . almost twice any business neighbor, double the next two, in fact. Coverage, coverage, coverage! More in any state, county, city, trading area . . . *more right in any of your salesmen's or dealer's own backyards.* Ask your agency for the NB story. Nation's Business, Washington 6, D. C.

mass coverage of business management

NATION'S BUSINESS

A GENERAL MAGAZINE FOR BUSINESSMEN



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. Lexington 2-176

EDITORIAL

EDITOR . . . Philip Salisbury
MANAGING EDITOR . . . A. R. Hahn
ASSOC. MANAGING EDITOR . . . John H. Caldwell
SPECIAL FEATURE EDITOR . . . Lawrence M. Hughes
ASSOCIATE EDITORS . . . Alice B. Eckert
Harry Woodward, James M. Singleton,
D. G. Baird, Frank Waggoner
CHICAGO EDITOR . . . Lester B. Collins
WASHINGTON EDITOR . . . Jerome Shoenberger
ROVING EDITOR . . . A. G. Mezer
CONSULTING ECONOMIST . . . Peter B. B. Andrews
DESK EDITOR . . . Mary Campbell
ASS'T. EDITORS . . . Aileen Weisburgh, Erika Gendy
READERS' SERVICE BUREAU . . . H. M. Howard
LIBRARIAN . . . Mary Lou Martin

ADVERTISING

PROMOTION MANAGER . . . Elliott Eakin
PRODUCTION MANAGER . . . Madeleine Roan
RECORDS . . . Rose Cutugno

FIELD MANAGERS

NEW YORK 16, N. Y.
386 Fourth Avenue Lexington 2-176
Merrill V. Reed W. E. Dunsby
John W. Hartman Wm. McClenaghan
CHICAGO 1, ILL.
333 N. Michigan Avenue State 2-122
C. E. Lovejoy, Jr. W. J. Carmichael
SANTA BARBARA, CALIF.
15 East de la Guerra Santa Barbara 640
P. O. Box 419 Warwick S. Carpenter

SUBSCRIPTIONS

DIRECTOR . . . R. E. Smallwood
SUBSCRIPTION MANAGER . . . C. V. Kott
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

OFFICERS

PRESIDENT AND PUBLISHER . . . Raymond B. Hill
GENERAL MANAGER . . . Philip Salisbury
ASS'T GENERAL MANAGER . . . John W. Hartman
TREASURER . . . Edward Lyman Hill
VICE PRESIDENTS . . . C. E. Lovejoy, Jr.
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright December 15, 1951 by Sales Management, Inc.

Member



December 15, 1951 Volume 67 No. 13

HERE'S HOW IT WAS DONE

We engaged an independent research organization, especially qualified in getting technical people to "come clean." The interviewers called on a carefully selected list of product design and development engineers and recorded what they said about their product procurement problems, procedures and needs.

The information these personal interviews developed is truly an eye-opener. This handbook organizes the most significant parts of it in a manner that tells you...

- ... how designers go about finding the products they need to make their ideas work;
- ... the troubles they run into in their constant search for what they want;
- ... where they look for product information and, most important of all...
- ... the KIND of information they want—the kind of information that enables them to identify your products with their needs and induces them to get in touch with you.

KEY TO BUYING ACTION

Read this handbook for a fresh slant on how to talk to design and development engineers so they'll listen—and ACT.

It shows you how easy it is to get these important people interested, when you give them the *right* information, *where* they are accustomed to look for it, *when* they need it.

HOW TO GET A COPY OF THIS HANDBOOK—FREE

Simply fill out the coupon on this page, or write us. We will be glad to send you a copy with our compliments. If you put the ideas in it to work, more product designers will see how your product matches their needs and you will have more chances to make profitable sales contacts.

YOU CAN CASH IN ON THESE PROBLEMS OF DESIGNERS

A product designer says—"I am constantly searching through manufacturers' catalogs. But they're often full of disappointments because they don't cover information that's vital to helping me size a product up for my job. My experience doesn't seem to be different from other design men's I know. It's simply that the catalogs are full of specifications which don't interest us much unless we see how the product can be applied. I usually have to know that first; then the dimensions and weights and other specifications mean something."

An engineering and design vice president says—"There seem to be very few manufacturers who consider that their potential customers may not be as expert in the businesses of their suppliers as they are in their own. So they take for granted that we know a lot more than we do about their products—especially about their application—else they would tell us more about them in their catalogs."

An electrical engineer says—"More often than not, the help that we get out of manufacturers' catalogs is inadequate. There is too much left to the imagination."

A chief design engineer says—"It is a common fault of manufacturers' catalogs to describe materials without telling what makes them suitable for what applications. This is one of the reasons why looking for something that you don't know much about remains a time-consuming and tedious job."

A manager of engineering says—"The question of where to buy better materials and improved 'package' units that go into our products is always with us. To find what you want, who makes it and where to get complete information, is not always easy. The consequence has been that in many cases we have had to make the required product ourselves. There just hasn't been the time to make a thorough search for a supplier."

A chief engineer says—"Once we have found the type of product to meet a particular problem, it is an easy matter to get the detailed specifications. But it certainly would save us an awful lot of time and headaches, if manufacturers' literature would emphasize operating characteristics and proper range of application."

SWEET'S CATALOG SERVICE . . . Please send me a free copy of your new handbook, "*What Product Designers Want to Know about: Materials; Finishes; Components.*"

NAME _____ TITLE _____

COMPANY _____

STREET _____

CITY _____ STATE _____

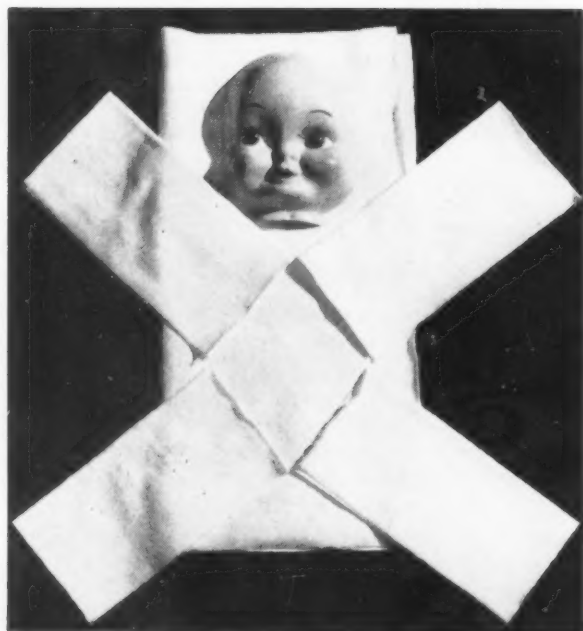


Sweet's Catalog Service

*Designers, Producers and Distributors
of market-specialized catalogs*

**DIVISION OF F. W. DODGE CORPORATION
119 W. 40th STREET, NEW YORK 18, N. Y.**

The Human Side



THE MAKIN'S . . . of a doll to gladden the heart of some little girl, is this package. *Seventeen* and Save the Children Federation, teamed up, got together 7,000 finished dolls!

. . . AND A CHILD IS SAVED

Magazines do not live by advertising alone. And a magazine which doesn't occasionally shove its readers aside and do something generous and humane is a magazine without a conscience. *Seventeen* works on this principle. When that publication heard that the Save the Children Federation needed Christmas dolls for needy children in the U.S. and overseas, it got right on the ball. As a result 7,000 hand-made, elaborately-dressed dolls were garnered in a little over two months, and thousands of underprivileged little girls in rural disadvantaged areas of the U. S. and in war-torn countries will clasp their first dolly to their hearts this Christmas.

How *Seventeen* pulled off its small miracle can be summed up in one word: organization. Immediately after the call went up from Save the Children Federation, *Seventeen* contacted department store teen boards all over the country, launched a national contest. "Without their [department store high school boards] cooperation," says Mrs. Alice Thompson, publisher and editor-in-chief of the magazine, "a national contest of these proportions would never have been possible in so short a time."

Actually all three, the magazine, the Federation and the stores, working together on both local and national levels, did the trick. A contest generally has prizes and so did this one—though all three groups feel that when

you touch a little girl's heart for another little girl you don't need prizes. Three American manufacturers donated the prizes: Singer gave three of its featherweight portable electric sewing machines for the first three winners, Elgin contributed three of its De Luxe wrist watches for the second three winners and Webster-Chicago gave three Webcor Fonographs for the last three.

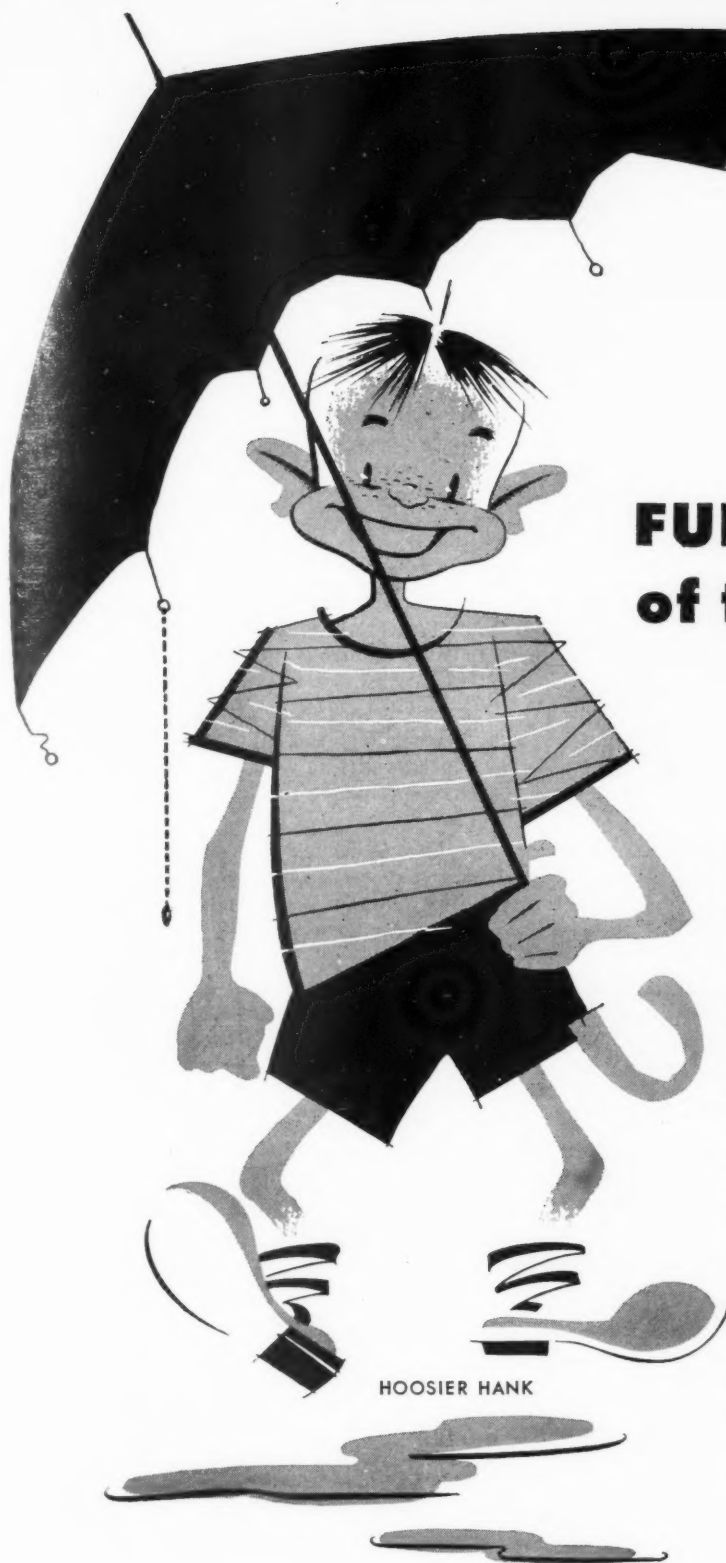
Seventeen launched the contest in August, announced it in the September issue. All teen-agers were invited to join the "Christmas Doll Party," individually or through their local teen boards, clubs and youth organizations. The magazine's Merchandising Services Department, working directly with the stores, sent out special kits of doll-making ingredients—a rubber face and five-piece "body"—and complete directions for sewing and assembling.

Many stores backed up the contest with advertising, posters and displays, as well as through the teen boards themselves. And newspapers and radio stations, touched by the significance of the contest, provided good coverage.

With the doll kits in their hands 7,000 little girls went to work. The sky was the limit. They could dress the doll any way they wished, and the only limitation was individual imagination or lack of it. No one said, "You must make the doll's dress thus-and-so." Each little girl contestant was encouraged to fix up her entry



THE RESULTS . . . or some of them . . . Linda Hensel, a regional winner in the *Seventeen* contest, holds her prize-winner. Beside her are a few of the finished dolls—pretty?



HOOSIER HANK

FULL COVERAGE of the Indianapolis Market

When you advertise in The Indianapolis Star and The Indianapolis News, you get coverage that's even more effective than Hoosier Hank's big umbrella. Your advertising message will reach more than 350,000 families who spend over one and three-quarter billion dollars a year on retail goods and services alone.* You'll find that the Indianapolis market is not only rich, but it's big, active, growing, stable and easily accessible for efficient distribution.

Indiana's two largest daily newspapers, The Star and The News, offer you a unique sales opportunity . . . saturation coverage of this rich metropolitan area (including all of Marion County), where the average income is better than 40% above the national level.* You get all this, plus a bonus of effective, merchandisable coverage in the wealthy 44 surrounding counties.

Complete market data and services, second-to-none, are ready to help you plan your campaign in the Heart of Hoosierland. Write us today!

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Sales Management's "Survey of Buying Power—1951"



THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS

DECEMBER 15, 1951

as if the doll were her own. But even at that, everyone concerned was amazed at the taste and ingenuity these kids showed.

When judging time came the nine "best-dressed dolls in America" were chosen by a blue ribbon panel: Mrs. Wendell Willkie, Madame Lily Dache and Miss Jan Struther got together at a luncheon-press party at *Seventeen's* offices and passed on the finalists sent in by each area. That afternoon Kate Smith played hostess to both dolls and judges on her television show.

The two top winners: Jean Johnson, Lincolnwood, Ill., for the best character doll; Kathleen Rafferty, La Grange, Ill., for the most appealing doll. Both girls are members of Carson Pirie Scott's "H.S. Club." The third prize, for the most appealing baby doll, went to Ann Harvard, Noblesville, Ind.

All but the nine winning dolls will be sent to rural disadvantaged areas of the U. S., to war-torn countries and to the Navajo and Papago Indian Reservations. The best news of all is that the nine winning dolls will be auctioned off. The money raised will be used to support a needy child under the Federation's program.

CATCH 'EM YOUNG

Children are an advertiser's best friends. So thinks Standard Outdoor Advertising, Inc. And two years ago Standard tied-in to The Lionel Corporation's tracks. It was a logical switch, if you'll forgive the puns: Lionel has America's little boys (their sisters and their Pops)

right where it wants them and it didn't take much convincing on Standard's part to sell Lionel on the idea of making a mass distribution of exact-scale reproductions of 24-sheet poster advertising as premiums to go with Lionel's Christmas catalog. (SM November 10, 1949, Page 8.) That year some 2,400,000 of the little signs were handed out, making model railroads look even more like their life-size counterparts.

The idea caught. This year, the third for the program, Lionel will distribute 6,500,000 miniature "O" gauge poster panels in 650,000 sets of 10 designs with the Christmas catalog. These aren't just art directors' dreams: Each poster carries an authentic advertising message, exactly like the ones on real outdoor boards. When Standard—which, incidentally, is a non-profit organization "devoted to engendering an understanding and appreciation of outdoor advertising"—instituted the program in '49, it used the advertising messages of seven companies on the miniatures. Ford, Kleenex, Wrigley, Heinz, Kellogg, Nash, Baby Ruth and Lionel were in on the deal. This year the advertisers are Wrigley, Hallicrafters, Frigidaire, Heinz, du Pont, Atlantic Gasoline, General Tires, Florida's Silver Springs and Baby Ruth.

The little units are in full-color and are printed on high-grade cardboard. And the unit package includes instructions by which model fans can separate the posters and arrange the line of traffic to blend with other effects.

Lionel is making sure that everyone knows about the deal. It is using national consumer publications with circulation totaling 100,000,000 to advertise the catalog and feature miniature poster panels.

*Looks Like the Ol' Boy is Having
UNITED PRE-PLAN His Move this Year!*



Season's Greetings from

UNITED VAN LINES, INC.

United VAN LINES, INC.

Headquarters
St. Louis 17, Mo.

SALES MANAGEMENT

People and their Ideas



CROSLEY'S ARMSTRONG

New Sales Jobs

Election of **E. M. Slonaker** as vice-president in charge of sales has been announced by Willard Storage Battery Company of California. He's been with Willard for 25 years . . . Federal Glass Co. also has a new v-p in charge of sales: **G. H. Kuse** . . . A third company with a new v-p and director of sales is Wynn Oil Co. The man: **John C. Plummer** . . . Appointment of **Richard W. Synder** as manager of syndicate store sales has been announced by Eversharp, Inc. . . . **Fred Sampson** has been named manager of Fiberglas Textile field sales by Owens-Corning Fiberglas

appointed to the post . . . **M. D. Durham**, veteran Youngstown Kitchens field sales executive, has been appointed manager of the firm's new Western Sales Division . . . **Stuart G. Keiller** is now manager, Velon Filament sales, Firestone Plastics Co. . . . Appointment of **Joseph L. Armstrong** as manager of the Air Conditioning Sales Section of Crosley Division, Avco Manufacturing Corp., has been announced . . . New sales manager, Champion Bag Co. is **Robert K. Swanson** . . . **Robert B. Logan** has been appointed sales and advertising manager for Bechik Products, Inc. . . .



WILLARD'S SLONAKER



BABBITT'S GARDNER

ager for Snow Crop Marketers is **Walter T. Sattler** . . . **William J. Scarlett** has been named food industries manager for Minneapolis-Honeywell Regulator Co. . . . **John L. Gardner** is the new director of advertising and merchandising, B. T. Babbitt, Inc.

Ways and Means

"It is regrettable that marketing and advertising surveys, which disregard the laws of experimental design, have a pretty good chance to survive whenever a product already is so successful that ill-advised advertising cannot do noticeable harm within a short period. Since it is the aim of the manufacturer and marketer to influence consumers' preferences, it, thereby, is the preferences and the causes which are in the center of the marketing survey. Very often the term, 'reason why,' is used as if the subjective part of consumer motivation is sufficient to explain preferences and actions of people, and, thereby, the success and failure of marketing and advertising." —**Alfred Politz**, before the New York Chapter, American Marketing Association.

. . . and other executive appointments

Avondale Mills has created an executive committee and named **Donald Comer** as its chairman. The company also announced the appointment of **J. Craig Smith**, former executive vice-president, as president and treasurer of the firm . . . **Harvey L. Slaughter** has been appointed general manager of Glidden's Durkee Famous Foods Division . . . Election of **Joseph E. Griesedieck** and **Karl K. Vollmer** as vice-presidents of Flagstaff Brewing Corp. has been announced . . . Bristol-Myers Products Division has realigned its Advertising Department, named **Walter P. Lantz** executive assistant to the president of the Division. Assistant advertising manager is **Lee H. Bristol, Jr.** . . . Dixie Cup Co. announced the election of three new v-p's: **Richard W. Koch**, **Joseph W. Kuebler** and **John B. Taylor** . . . **Clem W. Kohlman** has been appointed advertising and promotion manager for American Cyanamid's Textile Resin Department. . . . New product man-



DIXIE CUP'S KOCH

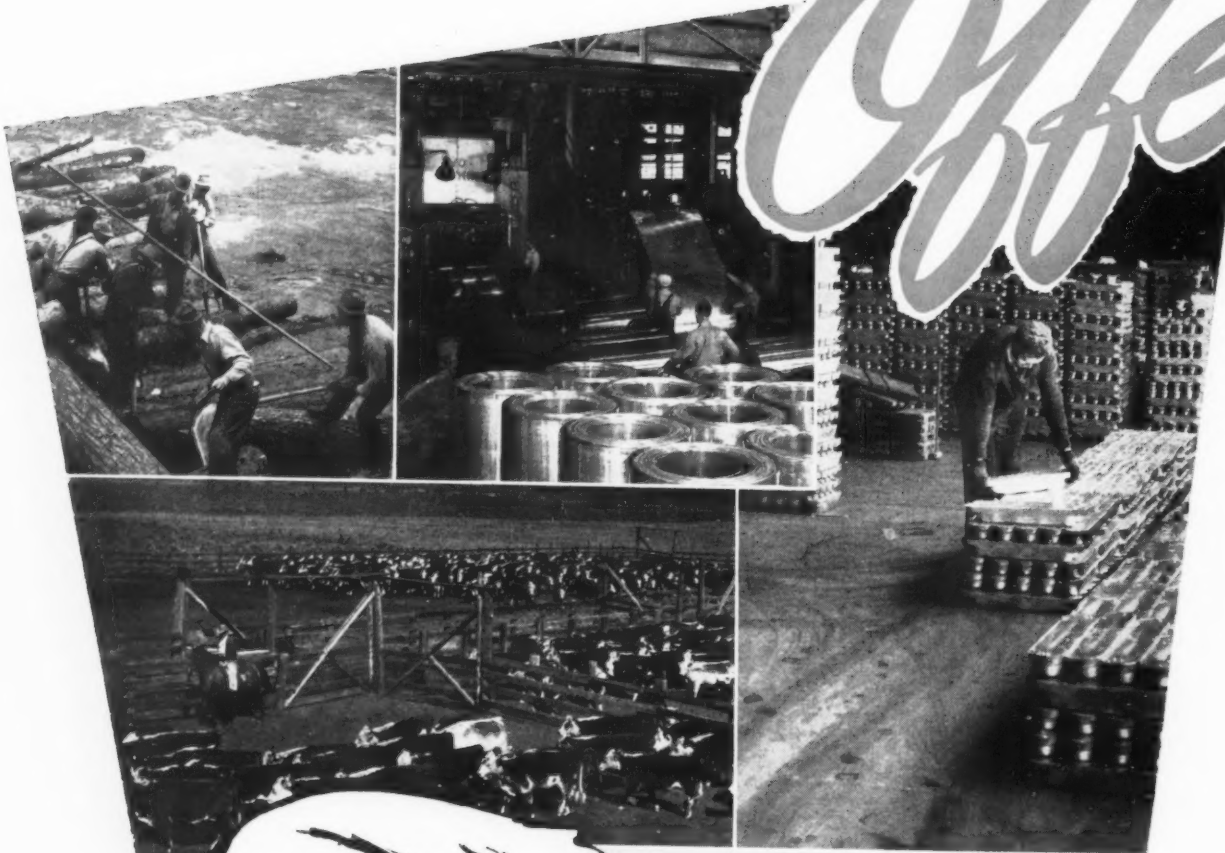
Corp. . . . **Halsey V. Barrett** is new eastern sales manager for Consolidated Television Sales, Inc. . . . American Luggage Works, Inc., has created a new vice-presidency—for sales. **Herman M. Koffler** has been



BRISTOL-MYERS' LANTZ

Some markets just naturally

Offer



HEART OF THE PACIFIC NORTHWEST



The Billion Dollar
SPOKANE MARKET

AUTHORITY... hallmark of "class"

One mark of a "class" magazine is its *authority* in the field it serves. You hear "U. S. News & World Report" quoted more and more in the important clubs, conferences, business lunches, commuter trains, high-income homes . . . wherever the essential news is important. Even the men whose business is the news itself, the editors of newspapers in cities of over 25,000, vote it "most useful" in an independent survey. And Romeike, the world's largest clipping bureau, reports they clip more "U. S. News & World Report" mentions from the daily press than for any other news and management magazine on their list.

Class News Magazine

This *authority* accorded "U. S. News & World Report" is the kind of cover-to-cover respect that jumps column rules to make its advertising better read, better heeded—just as it does in any class publication. Hence, the numerous success stories we can show you on the power of "U. S. News & World Report" for selling goods and services to important people in every level of decision in manufacturing, industry, transportation, construction, communications, distribution, government, and the professions. The list of such advertisers is rapidly growing. For the second time within a month, "U. S. News & World Report" recorded a new all-time high in advertising revenue for a single (October 19) issue.

magazine

**U.S. News
& World Report**

First in its field in 1951

IN PERCENTAGE CIRCULATION GROWTH

First in its field in 1951

IN PERCENTAGE ADVERTISING GROWTH

THE **MORNING** **EVENING** **ONLY**
NEWSPAPERS
 FOR COMPLETE COVERAGE

IN THE RICH
\$402* MILLION
QUAD-CITY MARKET



Only these newspapers provide home delivered circulation throughout the Quad-Cities

THE NEW
MORNING DEMOCRAT

THE EVENING
DAILY TIMES

THE SUNDAY
DEMOCRAT and TIMES

OVER 11,000
INCREASE IN CIRCULATION

SINCE OCT. 2, 1951

*Copr. 1951 Sales Management

HEADQUARTERS DAVENPORT, IOWA

Serving the Quad-Cities of
 Davenport, Iowa; Rock Island,
 Moline and East Moline, Illinois
 Represented nationally by Jann & Kelley, Inc.



Simultaneously with the
 moving of our present
 equipment to our new
 plant in Nassau County
 we are adding:

CONSOLIDATED is on the move!

one new 4-color
 press, one new 2-color
 press and two more
 cutting machines. Why?
 To make us

**better equipped and better
 able to serve you better.**

CONSOLIDATED Lithographing
 Corporation

1715 GRAND STREET, BROOKLYN • NEW YORK
 Soon to be at Glen Cove Rd., Carle Place, L.I.

The Scratch Pad

BY T. HARRY THOMPSON

The time has come, the walrus said, to speak of many things; of what the closing year has meant, to citizens and kings; to take a backward glance or two at what we've all been through; in brief, to tick it off in verse . . . a sort of rhymed review.

Korea made depressing news on each succeeding day. Negotiations came and went, but war was here to stay. MacArthur wished to end the thing . . . a stalemate made him burn. But Harry Truman fired the guy for talking out of turn.

Then Mac came home from Tokyo with fam-i-ly and aides, and everybody feted him with banquets and parades. He had not failed completely, for the treaty with Japan, reminded some to credit Mac, and utter: "What a man!"

We had a go at price-controls, with Mike DiSalle as boss; but no one could agree on what was Profit, what was Loss. The labor-bosses huddled, too, and exercised their jaws; and came up with a thing they called the "escalator clause."

And thanks to Truman who could spell the word "Schenectady," we got a man to head production: Wilson, of G-E. When Charlie went to Washington, a few were prone to chafe; but, in the main, the people felt he'd make our country safe.

At Macy's and at Gimbel's, too, another kind of war, was making headlines, making sales, with bargain-buys galore. When one would cut a price or two, the other couldn't stall. He'd follow suit with Shakespeare's "most unkindest cut of all."

Milwaukee banned pea-shooters, and I got an item there. It seemed a silly thing to do. Would anybody care? I had another little thing, ap-

pealing to the girls, about a horse that gobbled up a costly string of pearls.

Also, in Nineteen Fifty-One, the FCC said "yes," to color-television as conceived by CBS. But RCA at year's end didn't take it lying down. The war once over, it had hopes that it might wear the crown.

Mennen Williams won the count (There was a lot of blather.), as Governor of Michigan. (It had us in a lather.) King Gustaf V of Sweden died and left a sock of dough. Everybody liked him and was sad to see him go.

For telling Russia how we make our own synthetic rubber, one Harry Gold got 30 years . . . enough to make him blubber. A music-critic, name of "Hume," made news across the nation, by criticizing Margaret's voice. It brought Hume-iliation.

Bennet Cerf, the publisher, a fellow never solemn, picked "Cerf-Board" as the title of his sprightly weekly column. And Sinclair Lewis passed away. The world was quick to grab it . . . I mean, the name he gave a certain type, remember? "Babbitt."

Walt Disney brought us "Alice," which inspired this kind of thing. That is to say, the doggerel that you can sort of sing. Amos 'n' Andy's TV show by some was hotly chided, while others thought it quite okay. Issue undecided.

Spare tires were "out" for quite a spell . . . a rubber-saving move. Then they were "in" again, so just what did the ruling prove? The Communists are winning now, some speakers told the nation. But most of us were more afraid of something called "inflation."

SALES MANAGEMENT

Surprising how **often** and how **fast** ...



goods move from **here** ...



... to **here** ...



... because **LIFE** is **here** ...



Henke & Pillot, Houston, Texas, one of 30 Henke & Pillot stores that sell with LIFE.

... and **here!**

LIFE

The most powerful and complete selling force in America

Reduce your inventories

TWA's ALL-CARGO SERVICE

offers 4-engine "Sky Merchants"
coast to coast every night!

Ship almost anything almost anywhere. Your best markets are only hours away. Call TWA today for rates, schedules, quick pick-up.

*Except Saturday & Sunday

TWA
TRANS WORLD AIRLINES
U.S.A. • EUROPE • AFRICA • ASIA

All TWA flights carry
— Air Mail, Air Express
and Air Freight.



just like money in the bank!

Do you hanker to sell the banker? Business Research Institute has just finished what is undoubtedly the most comprehensive study ever made of what publications bankers read and prefer. The validity of procedure will please the toughest research man. The vital data

uncovered will delight the most hardboiled advertising buyer. The results will reaffirm to every **BANKING** advertiser that he is spending his money where it will do him the most good. Write today for your copy of "**BANKING's** 1951 **SURVEY**."

BANKING, Journal of the American Bankers Association, 12 E. 36th St., New York, N. Y.

King George of England gave us all a rather anxious spell. First a leg and then a lung. The man's still far from well. The national-ization of the oil of Iran had everybody focusing on far-off Abadan.

The telephone was marking, too, its diamond jubilee. (What a thing Inventor Bell had done for you and me!) The little Ford of Dearborn gave us Ford-O-Matic Drive. You gave a nod to progress, and were glad to be alive!

La Prensa took the count of 10 in freedom's name. But then, you told yourself truth crushed to earth is sure to rise again. A vitamin concoction by the name of "Hadalcol," had lost its sales-position to a rival, Rybutol.

Senator Kefauver was a television star. He put the finger on the boys who say: "Wait in the car!" In Britain, Winston Churchill brought the Tories back to power. The *Herald-Tribune* went all-out for General Eisenhower.

Bing Crosby's secret yen we learned: To be a columnist. (He's just the lad to do it, too. He'd give the proper twist.) It pays to advertise, we know; the phrase is not a phony. This year, one sponsor had us asking: "Which twin has the Toni?"

The Trends we call "Significant" have kept you up to snuff, on how to market this and that, in good times or in tough. In "Shop Talk," too, you've read the how and where and why of selling; in words well chosen for their punch, without the need of yelling.

"The Human Side" regaled you with some merchandising jewels. It told you who the people were, and mentioned selling-tools. "They're in the News" was also there, to spotlight certain doers. Pete Woodward is a lad who *also* uses words as wooers.

They tell me that The Scratch-Pad gets another spot next issue. Back of the book . . . be sure to look . . . I'd really hate to miss you. And so to every one of you, from Maine clear to the Isthmus, I wish you loyal readers *now* a very Merry Christmas!

SALES MANAGEMENT

CAN SIT ON YOUR PROSPECT'S DESK

And it is your salesman when it is carrying your advertising . . . contacting your prospect . . . arousing interest . . . creating preference for your company, your product, your services.

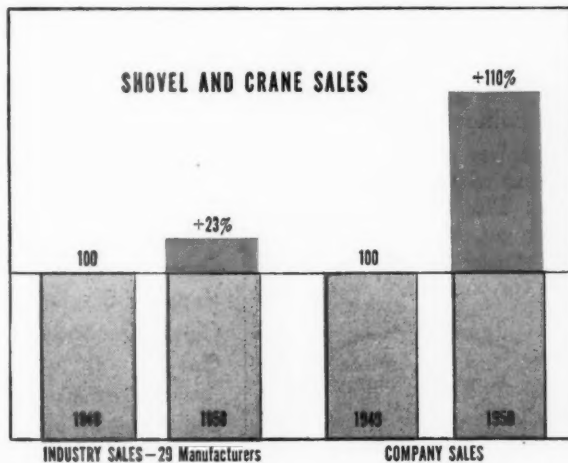
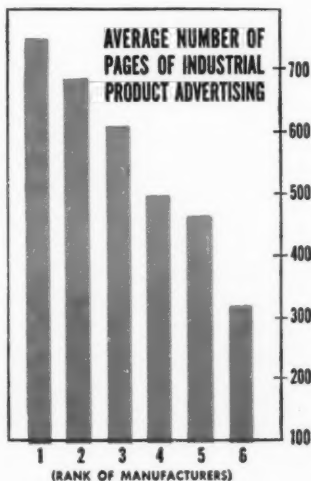
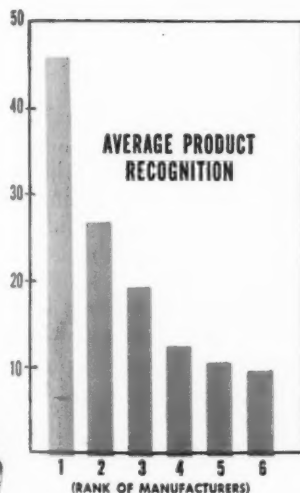
We call Business Paper advertising "Mechanized Selling" because it applies the high speed, low-cost tools of advertising to the preliminary steps which must be traveled along the way to a sale. It reduces the cost of personal selling by permitting your salesmen to concentrate more of their valuable time on the important part of the

job which they—and they alone—are best equipped to handle.

And if the product is in short supply today, consistent advertising in properly selected business magazines, will build and maintain product recognition—protect your markets for tomorrow.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales With Business Paper Advertising." Also about our sound-slide film on "Mechanized Selling" which is available for showing at sales meetings.

HOW "MECHANIZED SELLING" BUILDS PRODUCT RECOGNITION AND SALES



Figures from recognition studies on 19 different industrial products were compared with the advertising space used by each manufacturer from 1944 to 1948. The high degree of correlation between product recognition and advertising space used documents the value of "Mechanized Selling."

"Mechanized Selling" helped a shovel-crane manufacturer convert an 11.2% sales decrease (1949) to a 110% increase over that year. Using 80% of his budget for business paper advertising and reprints, the company sold more ½-yd. machines than all competitors combined.

McGRAW-HILL PUBLISHING COMPANY, INC.

330 WEST 42nd STREET, NEW YORK 18, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION



DECEMBER 15, 1951

27

See every advertisement
of interest to you in 1393
shopping centers



ACB Newspaper Research Service brings you every advertisement you want to see that is published in daily or Sunday newspapers of the United States. You may have this service in complete tabulated and summarized report form; or you may make up your own reports from the full-page tearsheets we furnish you.

With ACB Research Service, you know exactly what is being advertised by your dealers; or your competitor's dealers; or the content and extent of releases by competitors in national advertising.

ACB shows above how you can buy these services by markets; but you can order by your sales territories; or even single towns. You may take these services continuously, or periodically.

ACB Services are among the most useful tools in merchandising and distribution. They are so flexible that you can get exactly what you want in coverage—and in duration. Send today for catalog.



Send for Catalog

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

New York (16) • 79 Madison Ave.
Chicago (5) • 538 South Clark St.
Memphis (3) • 161 Jefferson Ave.
San Francisco (5) • 16 First St.



**The
ADVERTISING
CHECKING BUREAU
INC.**

WASHINGTON

Bulletin Board



Paul Mackall: Bethlehem
Salary: \$90,000
Incentive Pay: \$122,660



F. K. Doscher: Lily-Tulip
Salary: \$24,509
Bonus: \$14,906

How Much the Sales Chiefs Made In Salary and Bonus at:

| | |
|------------------|------------------|
| Swift | Sunshine Biscuit |
| Bethlehem | Beech-Nut |
| Chrysler | Manhattan Shirt |
| Procter & Gamble | American Woolen |
| Standard (Ind.) | Munsingwear |
| Socony-Vacuum | Alexander Smith |
| Republic Steel | Real Silk |
| Cluett, Peabody | Industrial Rayon |
| Coty | Simmons |
| Sears, Roebuck | P. Lorillard |
| Krueger Brewing | Lily-Tulip |
| Parke, Davis | Champion |
| Devoe & Raynolds | Pacific Mills |

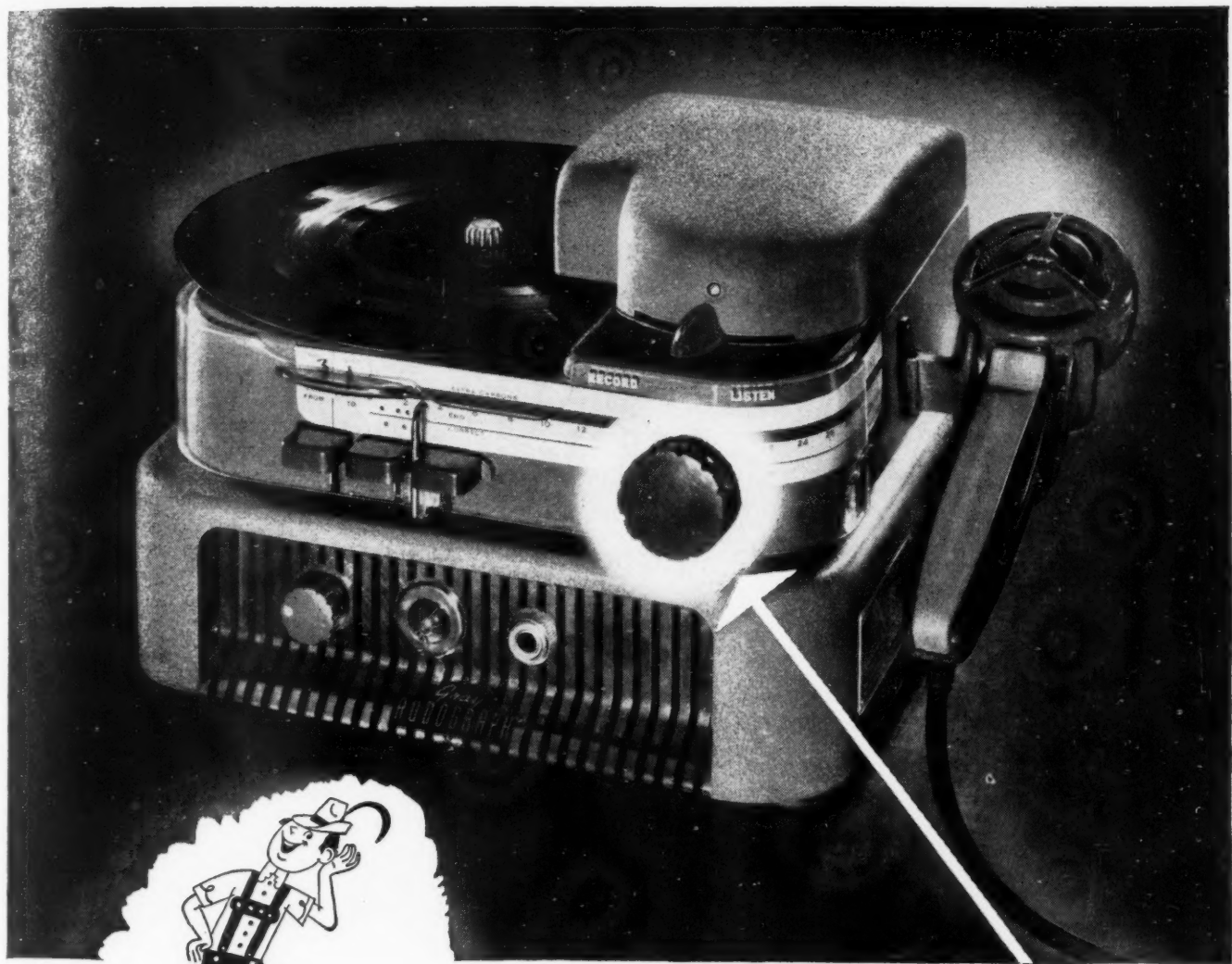
Where is the sales manager nearer the top? In a simple company with chewing gum, stockings or even steel for sale or in one of those great institutions, whose names are always in the paper, where the ordinary business of making money competes with scientific research, industrial statesmanship and defending government suits? To what extent are sales managers at the very apex? Are they

usually vice-presidents? Directors?

You can learn something by looking through the proxy notices which the Securities and Exchange Commission keeps on file. The letter, asking you to vote-in the directors once more, tells which of them, if any, gets more than \$25,000 and gives you the pay checks of the three top officers earning more than that total.

From a small survey, mainly of companies whose names or products are familiar, it's to be judged that the sales manager of a big integrated company usually, though not invariably, is not important enough to make the proxy notice. But mostly he's a top man. He's part of the highest pay triumvirate almost three times to each exclusion.

About two-thirds of the companies do not identify their sales managers at all, either in the proxy notice or in the annual report. You'll learn who is the vice-president in charge of production, transportation, supply and who bosses each plant, but not who handles sales. Sometimes, there are only bleak lists of vice-presidents



Hear it again!

It's quick and easy with AUDOGRAPH PLAY-BACK dial

Want to check that letter again? It's easy to find any place on your GRAY AUDOGRAPH's 60-minute flexible disc. Just turn the play-back dial...it moves the record while you listen. No arms to lift or adjust and you won't scratch or mar the record surface.

This exclusive feature is just one reason why you will prefer this com-

pact versatile AUDOGRAPH. Use it—see how it boosts office output up to 30%. *Soundwrite* conferences, memos, reports, letters...free yourself (and your secretary) for *other* important work.

It's so simple to use, it's a pleasure. You just talk. AUDOGRAPH's treble-to-bass tone control keeps your voice bell-clear. And the easy-to-file plastic

recording discs can be used as many as 50 times.

Your secretary and an AUDOGRAPH will get along beautifully. She'll particularly like AUDOGRAPH's electromatic index which warns her when corrections are coming up. Saves rewriting! Ask her to mail the coupon today.

Gray
AUDOGRAPH

Dictation is easier — with AUDOGRAPH!

The Gray Manufacturing Company,
Hartford 1, Connecticut
Send me Booklet 12-T
"Manpower—starts with YOU!"



AUDOGRAPH sales and service in 180 U.S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Company, Ltd. Abroad: Westrex Corporation (Western Electric Company export affiliate) in 35 countries.

TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.



NAME _____

TITLE _____

FIRM _____

STREET _____

CITY _____

do you get the Brush-off?



Flying Tiger **AIR FREIGHT** *always*

TRAVELS FIRST-CLASS 365 DAYS OF THE YEAR

Passengers, mail or express never take precedence over your freight when you ship via Flying Tiger...air freight is our exclusive business...that's why your shipments aren't off-loaded...that's why they arrive on schedule.

REMEMBER...AIR FREIGHT IS NOT AIR EXPRESS

...IT'S A LOT CHEAPER AND AS FAST OR FASTER

Compare these representative, low eastbound rates...ask how they apply to your products. In many cases Flying Tiger rates are lower than rail express.

| Sample 100 lb. rates from West Coast to... | Chicago | Detroit | Cleveland | Philadelphia | New York-Newark | Boston |
|--|---------|---------|-----------|--------------|-----------------|---------|
| Flying Tiger AIR FREIGHT | \$10.50 | \$12.00 | \$12.30 | \$14.40 | \$14.70 | \$15.60 |
| Air Express | 55.00 | 64.60 | 67.80 | 77.40 | 77.40 | 77.40 |
| Air Parcel Post | 72.03 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 |

Industries everywhere are expanding their distribution sales and service with fast economical Flying Tiger Air Freight. Keep up with your air-freight-minded competition—ship Flying Tiger Air Freight.

HOW TO
SAVE 10 WAYS WITH
AIR FREIGHT

1. Little or no crating.
2. Lowest record for loss and damage.
3. Lower insurance cost.
4. Highest insurance protection.
5. Reduced warehousing.
6. Lower inventories.
7. Faster turnover of capital.
8. Overnight service on products and parts across the nation.
9. No terminal tie-ups.
10. Door-to-door delivery.

Get your copy of the new booklet "Industry Ships Air Freight"—just call your nearest representative or write to...

Flying Tiger Line Inc.

GENERAL OFFICES
LOCKHEED AIR TERMINAL
BURBANK, CALIFORNIA
Agents in principal cities
throughout the world.

FLYING TIGER...
...a better way of shipping,
...a better way of buying,
...a better way of selling,
anywhere, any time, anything.

A SCHEDULED AIR LINE... WORLD'S LARGEST OPERATOR OF FREIGHT AND CONTRACT AIRCRAFT

that remind you of the rows of clean desks in a big bank. This partial anonymity will be accompanied by detailed, illustrated description of everything the company does or uses, even including sample swatches.

Almost everywhere, it's the president who gets top pay and the chairman of the board who comes next. Who is the third man?

In the greatest companies, those keeping a hand in a thousand or so operations, it will be almost anybody but a sales manager. Such a company, you feel as you read the annual reports, is mainly occupied with converting preferred stock into bonds or vice versa, splitting shares, expanding somewhere and contracting somewhere else, routing money among subsidiaries (with due care not to offend minority interests)—to all of which making and selling things seems incidental. The third man is the general counsel or a financier, sometimes a research genius, rarely a salesman or sales manager.

Sales Out-Ranked

In 1949, President Benjamin F. Fairless of United States Steel Co. grossed \$211,000, and board chairman Olds, \$164,000, with general counsel, Nathan L. Miller, coming third at \$110,000. There's no mention anywhere of the executive vice-president-sales, David F. Austin. In the Steel hierarchy, the greatest power below the board resides with the finance committee, and the law department has an importance that, to the management of a smaller, simpler company, would seem fantastic. But Steel is in the public eye; people or government sue on the drop of a hat; lawyers must examine everything. In companies of this type, where the customers themselves head great companies, there's probably a great deal of mutual selling at the very top.

Sometimes the third man is neither lawyer, financier, production man or sales manager, but the head of a big subsidiary. This is especially the case with companies that have grown, not only by direct investment but by acquiring other companies. The head of a merged concern might have held a large stock interest which he partly traded for a salary; sometimes, he's simply the Big Man who runs a major component of the business.

At American Radiator & Standard Sanitary Corp., Donald D. Couch, general sales manager, is not among the top three. The third man is Clark T. Morse, president of the subsidiary, American Blower Corp. In 1950 his salary was \$60,417, plus a company

(continued on page 108)

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending December 15, 1951

SALARY BOARD DO'S AND DONT'S ON SALES SALARIES AND COMMISSIONS

New regulations effective immediately were announced December 1 by the Salary Stabilization Board covering all types of salesmen except "driver-salesmen." Because the ruling on these salesmen will be a joint effort of the SSB and the Wage Stabilization Board, a decision is not expected until later in the month.

The new ruling permits increases for straight salaried men, straight commission men and salary-plus-commission salesmen. Adjustments are provided for increased sales expenses, for territorial transfers and for continuation of sales contests and prizes.

1. Straight Salary: No special ruling applies to salesmen. Those compensated on a straight salary basis "are permitted to receive general increases or individual adjustments in salaries or other compensation in accordance with the provisions of other salary stabilization regulations governing these types of increases." In other words, the same rules apply for salaried salesmen as for so-called "white collar" office workers.

2. Straight Commission: Earnings cannot be increased as the result of a change in the commission rate or in the method or formula for computing the commissions since January 25, 1951, but:

The regulation provides that a sales employee who is compensated only by commissions may receive a drawing account or salary against commissions up to 77% of his total earnings in the calendar year 1950, or of the average of his total earnings in any three of the five calendar years 1946 to 1950. This is supposed to take into consideration the hardship that may result to commission men in industries in which shortage of goods or services for civilian consumption have taken place or may take place. The 77% is based upon an "average appropriate" draw of 70% plus the original 10% "catch-up" increase.

The draw must be charged against commissions earned, but if it exceeds commissions the employer is authorized (but not compelled) to make an annual charge-off.

Not every commission man will be better off under the new regulation. The man whose earned commissions this year are about the same as last year will be discriminated against, since his earnings can't go up at all. This follows from the rule against raising the *rate* of commission. But the man whose sales are running behind last year is protected, since his draw may be increased, and any excess charged off on the company's books . . . and if a man's sales are up, his earnings go up automatically, since there is no ceiling on earnings.

3. Salary-Plus-Commission: The regulation here closely follows the one on straight commission. A salesman may

have an increase in his fixed salary, up to 77% of his total earnings, including both salary and commissions, for the year 1950 or an average of the three best years of the 1946-50 span. And if such increases in the fixed salary are greater than total commissions earned, the employer may release him from liability for the difference. There's no ceiling on the total earned from commissions, the *rate* remaining constant.

"The employer has the option of adjusting the fixed salary of an employee on a salary-plus-commission basis in accordance with the provisions of other salary stabilization regulations permitting general increases or individual adjustments in salaries and other compensation."

4. Sales Expenses: "Employers are allowed to continue past practices with regard to reimbursement of employees for sales expenses and to make adjustments for actual increases in the cost of expense items." In other words, the employer who pays expenses as reported can continue on the same basis, while if the method is that of a fixed expense allowance (for such items as automobile mileage and hotel accommodations) the allowance may be hiked "by an amount not exceeding an actual increase in cost since January 25, 1951 of the same facility."

5. Sales Contests and Prizes: An employer who had an established practice on or before January 25, 1951, in the use of "special sales contests or prizes" may continue or resume his established practice, but the total amount expended during the current calendar year shall not exceed the total amount expended in 1950 or the average of any three of the 1946-50 calendar years.

What this *seems* to mean is that no matter how much you may *need* a contest or prizes to spur lagging sales, you can't do anything if you had no prior record along that line. SM is having its Washington editor check with the SSB on this and also on what is meant by the word "special" preceding the words "sales contests." We'll report to you in the January 1 issue.

6. Territorial or Product Changes: "When a salesman is assigned to a new territory or is given a new product, he may be paid compensation which does not exceed that paid by the employer in the past for such territory or product. Lacking past practice, the employer may use industry or area practice as his guide in fixing such compensation."

The regulation does not cover the pay problem if territories are *expanded*. For example, a company may have had a commission salesman in Wisconsin and one in Minnesota. The Minnesota man drops out and the company decides to give the Wisconsin man both states. Apparently this is permissible even though the result might be doubled earnings for the man, the *rate* of commission remaining the same.

ARE THE REGULATIONS FAIR?

The president of the National Council of Salesmen's Organizations, Inc., says the regulations do not give salesmen a much needed "floor" in earnings because it is still possible for an employer to reduce payments by cutting the commission rate. The ruling does not permit an increase in the rate, says nothing about a decrease. Furthermore, the 77% rule is *permissible*, not mandatory.

While the purpose of the SSB is to *stabilize* wages, salaries and commissions, its rulings indicate that it sees its major function as fighting *inflation*; it does not consider the possibility that employers may embark on a deliberate plan to deflate the earnings of their salesmen.

The *tone* of the regulations is excellent from the marketing man's point of view, even though some bugs may have to be ironed out. We quote from the statement of considerations:

"The Board also recognizes the length of time required to develop an efficient sales force and the necessity for employers to maintain, so far as consistent with defense manpower policies, the nucleus of an organized sales force during the emergency, prepared to perform its normal functions upon return to a full peacetime economy."

Readers who would like to study the details of the regulation should request SSB-34 from Salary Stabilization Board, Federal Security Building South, Washington, D. C.

NO MONOPOLY IN APPLIANCES

The Sunbeam Corp. has filed a suit against the Payless Drug chain on the Pacific Coast, comparable in importance to the Macy anti-trust suit it filed in October. A Federal judge issued a restraining order on November 30. To illustrate the extent of competition in the few products manufactured by Sunbeam, the company lists in its bill of complaint (asking \$825,000 in damages) the competing national brands and a sampling of the private brands of the 400 leading retailers:

Sunbeam irons compete with 15 national and 22 private brands, their coffee makers with 10 national and 13 private, "mixmasters" with 8 national and 6 private, shavers with 10 national and 1 private, toasters with 8 national and 13 private, waffle bakers with 6 national and 2 private. With the single exception of "mixmasters" where Hobart has two higher-price models, the listed prices of Sunbeam products are higher than those of competitors.

"It appears that products manufactured by Sunbeam Corp. face a vast and powerfully financed competition. *If the consumer thinks that Sunbeam's prices are too high, he will exercise the privileges of a free market by buying a competing product at a lower price and thus force Sunbeam to reduce prices or perish.* There are as yet no monopolies in the electric appliance field. To survive in the face of this competition and to preserve its consumer and dealer good will, Sunbeam must protect itself and its trademark against 'bait' and 'leader' practices."

18-CENT DOLLARS

In the September 15 issue, The Associated Business Publications, Inc., ran a 4-page insert (pages 49-52) called "What Can a Business Profitably Do with Its 23-Cent Tax Dollar?"

Since that statement was prepared, a new tax bill has been passed, the effects of which bring the cost of advertising (for companies in the Excess Profits Tax zone) from 23 cents down to 18 cents. Or, putting it another way, everything in the original statement remains true—only more so! If you've mislaid your September 15 copy, you can get a reprint by writing to Bill Beard at Associated Business Publications, Inc., 205 E. 42nd St., New York 17, N. Y.

THE BIG AREN'T GETTING BIGGER?

Professor M. A. Adelman of M.I.T. takes a pot shot at the frequent statements by the Federal Trade Commission and other government bodies that concentration is increasing, that the nation is threatened by the growth of big business. It just ain't so, he says in more professional language: "Concentration may be a problem, but for better or for worse it is not threatening to engulf the economy. . . . There has been no increase in concentration (in recent years) and mergers have not been important enough to be of any effect, one way or the other."

It's true that following World War II the 200 largest corporations held between a fifth and a fourth of income-yielding wealth and employed nearly one-fifth of the total labor force outside of government.

But, this concentration was highly uneven, for roughly half the employment and assets of this group belonged to railroads and utilities. Moreover, most of the remainder was accounted for by large corporations in only four manufacturing industries: oil, steel, chemicals and automobiles.

The professor is even willing to make a bet. "The odds," he says, "are better than even that there actually has been some decline in concentration. . . . It is a good bet that there has at least been no actual increase . . . and odds seem high against any substantial increase."

In the period 1939-46 the 200 largest manufacturing corporations increased their assets by 41%, whereas the next 800 (the medium-to-large) corporations increased theirs by 102%. Since 1940, in 19 out of 23 industries, the percentage increase in the stockholders' equity was greater for the smaller companies than for the top four in the industry. . . . The Smaller War Plants report was based on a fallacy. It said that firms with less than 500 employes accounted for 52% of manufacturing employment in 1939, and only 32% in 1944.

"But in fact as the small firms prosper, a sizable number of them 'graduate' out of the less-than-500 class. *What the data indicates is an increase in average size.*"

You know too many facts, Professor. *We* bet you don't find any takers.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

Why Bargain Basements Are Jammed With Cut-Price Shoes

Sales of footwear are lagging far behind the volume-growth trend in ready-to-wear. It's the industry's own fault, says this St. Louis shoe man. The people in it are complacent, tradition-ridden, unable to catch up with the times.

As told to Charles J. Knapp

BY JAMES S. LEGG

Vice-President and Sales Director,
Heydays Shoes, Inc.

The per capita consumption of shoes in the United States has slumbered peacefully at the same level for two generations. What's more appalling, it will continue to slumber just as peacefully through many more generations to come unless the shoe industry—at both manufacturing and retailing levels—backs off and takes an honest look at itself. It's called "shoesomnia."

As things exist in the industry today, the lack of promotional interest in shoes by those who retail them is equaled only by the almost complete indifference evidenced by those who manufacture them. This is true despite the fact that shoe manufacturing, a \$3,000,000,000 business, in this country is considered a major industry.

If the shoe industry had shown the same percentage of increases in sales since 1929 as has ready-to-wear, for example, shoe retailers today would be selling 26% more shoes than they are. Roughly, this amounts to nearly \$800 million in profits shoe men are missing annually. I think you'll agree that this is a mighty high price to pay for complacency.

* * *

What can we do about it? First, we can discontinue the industry-wide habit of ignoring facts. Second, we can change the time-worn policies which every year force dozens of independent retail merchants to commit "shoeicide."

Let's look at some of the facts,

Is Your Industry Making These Same Costly Mistakes?

When an industry fails to keep pace with consumer wants and needs . . . when its policies become obsolescent . . . when it fails to see the need for positive concerted industry action, that spells Trouble. It could happen—may be happening to you. The author of this article points out that shoe sales are not enjoying even a reasonably healthy rate of growth in proportion to other allied industries and in proportion to increases in population. These are some of the reasons why:

1. Failure to analyze consumer demand and build shoes to meet it. (Now they're largely manufacturing at factory convenience.)
2. Failure to evaluate distribution channels and recognize the proper position of independent dealers and department stores.
3. Failure to recognize that we are in an age of specialization. (Most shoe manufacturers try to make everything and sell everybody.)
4. Failure to develop sound dealer-relations policies.
5. Failure to develop effective programs for point-of-purchase merchandising.
6. Failure to initiate and carry through retail sales training plans.
7. Failure to get together—as an industry—to solve all industry problems.
8. Failure to recognize the need for promotion that will lift shoes out of the role of mere accessories . . . promotion that will sell value . . . promotion that will develop more consumer-consciousness on shoes.

then go on to the policies. I have already presented one astounding fact: the absence of healthy growth in per capita consumption.* The only accomplishment of shoes in 20 years is in dollar volume, and the credit for this goes, not to us in the industry, but to Ellis Island and the Stork. *Turnover and profits have not improved.* This is fact number one.

This is the age of specialization—no generalization. Unfortunately the shoe industry is not yet aware of this important fact. We insist on doing things as we have done them for the past 50 years. Any system 15 years old in this changing world need not necessarily be wrong, but it should be overhauled and regearred regularly. Other apparel lines, less concerned about "how Pappy did it," are going ahead of shoes merely by keeping abreast of the times. This is fact number two—one we dare not overlook if we want to pull ourselves out of our doldrums.

Markdowns Are Nearly 10%

Fact number three, which exists because of many contributing factors, is that shoes, once a major item of wearing apparel to all women, have now been reduced to the role of accessories.

And, fact number four is just as astonishing. Of the seven types of department stores listed in the Controllers Congress Report of NRDGA, the average markdown in shoes in department stores is 9.4%. In specialty stores it averages 9.99%. This means that in a store doing an annual sales volume of \$100,000, loss via markdowns is nearly \$10,000. Markdowns in shoes are one-third more than the average store-wide markdown of a department store!

More than 60% of the retail shoe sales are made by chain store operations. This is a fact which has had a tremendous effect on industry policy. It has resulted in many of the larger manufacturers going into the retail shoe business in an effort to control distribution.

Now let us look at some of the policies which, I believe, are responsible for the deplorable state in which the shoe industry finds itself.

The "deal" is one of the best examples.

Deals are fine occasionally, but too often they are costly in PM's and the prices which must ultimately be charged to the customer. For the

store that does not have sufficient traffic and needs outside assistance to maintain volume, deals may be necessary. In such instances the cost of the deal is secondary. But it must be remembered that a deal is usually sold—not bought. And the last salesman in the store usually offers the "best" deal.

One of the worst results of the deal is that the buyer is kept under the whip of the road salesman. The salesman is continually telling him, "You must buy these to get those," or "This one is to be in next month's ad," or "I know you need only 500 pairs, but the deal is 600 pairs just the same."

Those who think that deals are necessary to keep business alive should look carefully at the one segment of our industry which is showing progress—the chain groups. They are not interested in deals of any kind. They have low prices because they buy no extras, use none, need none. Why should they pay for them?

The chain store asks less markup than the independent store. He does not need a large margin, for he knows how to get a better turnover, so he needs less inventory per store. The "deal buyer" not only must charge the consumer for the deal he was sold, but must get the regular markup on the extra charge too.

The chain groups do not worry about deals. As I have already said, they are the one group in our industry doing business in a modern manner—disregarding completely the way in which Grandpa did it. Today chain groups insist upon being the purchasing agents for their customers rather than the sales agents for the manufacturers.

The original success of shoe chains has caused a mild stampede in the industry. Because chains have been operated on a more aggressive program than the individually owned store, they have captured well over half the retail shoe business. They are still growing rapidly. For obvious reasons this gives them more or less control over the production of shoes. Many manufacturers have concluded that if they "can't beat 'em" they should either "join 'em or buy 'em," and thus more manufacturers are getting into the retail shoe business every day. One St. Louis manufacturer, for example, announced the acquisition of 64 franchise stores in 1950, bringing the total to 482 stores.

The number of stores held in the names of individuals, but controlled by manufacturers, has also grown substantially. This complicates the industry, which is already overpopulated from 25 to 30% at both the

retail and manufacturing levels. Thus keener competition has forced many manufacturers into the retail business.

A second reason for this trend is that for years the production and sale of shoes by factories has been geared to the convenience of the manufacturer rather than consumer requirements. To maintain this policy, which I believe is definitely bad for the industry, manufacturers must control retail outlets.

A third reason—and a mammoth one—for this trend is the indifference toward modern and progressive methods of merchandising which is evidenced on the part of retail stores—both independents and department stores. Perhaps the chain type store is the destiny of the shoe business at retail. Certainly this has been the trend for years. But there is one great obstacle: No manufacturer, no matter how large, is sufficiently diversified to supply *every* demand of the customer.

Shoes: A Forgotten Product

What's the answer? I don't know. But I do know that it is a question which should be given serious consideration by all concerned.

Retail stores are not doing a good job of merchandising, and department stores are leading offenders. There are many reasons which lead me to make that statement. An afternoon of strolling through independent stores and shoe departments should convince you, too. Many department stores do not have a shoe merchandise man. Many have a merchandise man handling many lines in addition to shoes, despite the fact that shoes account for from 6 to 10% of department store sales (U. S. Department of Commerce).

I have known of instances where the merchandise man who handles luggage also handles shoes—because both are made of leather. This makes as much sense as allowing the same man to handle farm machinery, silverware and plumbing fixtures—because all are made of metal. I rarely hear of a shoe merchandise man taking over another department. But, I do hear of the merchandise man who handles costume jewelry, artificial flowers, belts, umbrellas and luggage taking over shoes.

On your check-up stroll, notice the department stores with no shoes in the windows. When there is a store-wide promotion, or a section in a daily newspaper, compare the space given to shoes and that given to other items such as soap, rayon panties, or electric trains. Look at the show cases and the shadow boxes . . . deter-

*1940—3.06

1945—3.18

1950—3.21

Source: National Shoe Manufacturers Association

mine the percentage of patterns on display compared to ready-to-wear, hats, and other apparel lines.

The five and dime, the cafeteria, the drug store, the hardware store—all sell from displays. In the same store with many departments selling from displays, you will find that shoes are hidden. Why? Shoes, with their high percentage of gross in a department store, have been relegated to the role of a rudder on a ship. Highly important, but hidden from view. You've never seen a candy store display only chocolate almond bars and hide the rest of the sweets on the shelves, have you? But we do it with shoes! In shoes you shop by invitation and under the control of the salesperson. You see only what he *permits* you to see.

I was in a large department store in Ohio recently. It had just stocked our shoes for the first time, and I asked the buyer how they were doing.

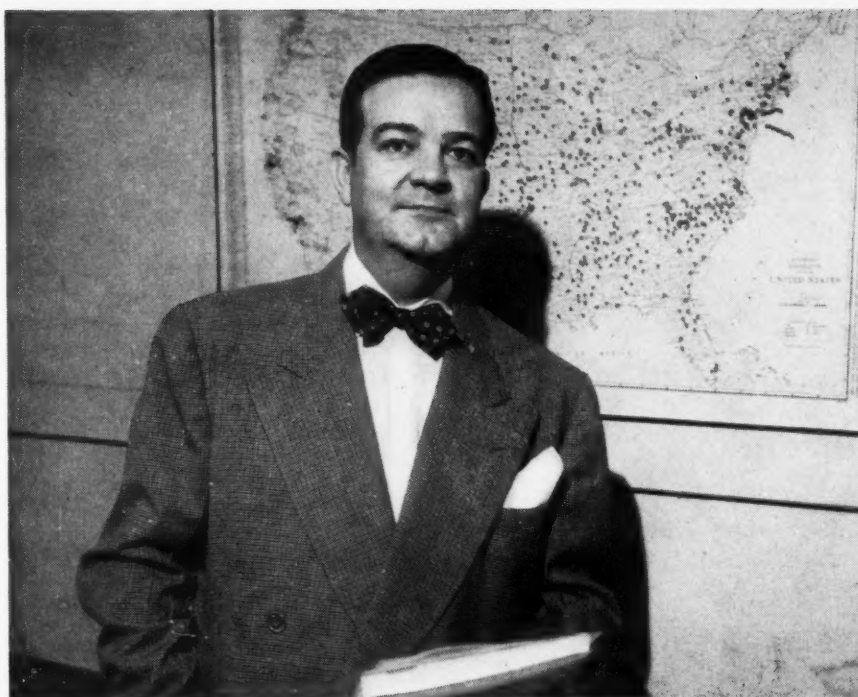
"Not so hot," was his reply. I asked where they were being shown. He said he didn't know whether they were being shown or not. Investigation proved that they were not. I asked if there had been an advertisement. There had not. Here was a store that was hiding a new line from both customers and sales personnel—a store that quite possibly could not buy more of what was selling because it had too much of what was not selling. I am not being facetious. I have seen similar conditions many, many times, and so have you.

On your stroll, check the shoes on the models in the windows. You will see a sports dress, straw hat, luggage and all the up-to-the-minute trimmings. But the model will have on five-year-old opera pumps! Have you ever noticed how many shoes are on display without forms? Any item that is form fitting should be shown on one. In this respect a shoe is like a bikini bathing suit.

Resident buyers are too often unequipped to make shoe purchases. A policy of "fire the manager" prevails when a shoe department's sales volume drops. Such a policy definitely does not make sense—at least not before holding a thorough investigation of all the facts in the case. This is a policy of "pan buying" instead of "roof patching." It will never stop the leaks in the shoe department.

One of the most deplorable policies in our industry is the lack of training for those engaged in selling shoes. I have been unable to locate a thorough sales training program in shoes at either the retail or the wholesale level. I have found some *shoe*

(continued on page 102)



"Don't Try to Ape Success, but Learn a Lesson from the Failures"

James S. "Jim" Legg, who has been successful in arousing at least part of the shoe industry from what he terms "shoesomnia," was born in Mayfield, Ky., in 1909. He received his LLB from Cumberland University, Lebanon, Tenn., and then went to the Merit Clothing Co., Mayfield.

Clothing didn't hold him long, however. He went to the credit department of the Brown Shoe Co. in St. Louis, and from there to the J. O. Moore Co., in the same city, as general manager. He joined Moulton Bartley, Inc., as sales manager in 1939, remaining there 10 years. Then he became a Heydays Shoe executive in St. Louis in 1949, and it is as vice-president and director of sales that he now receives his mail.

Heydays Shoes, Inc., was formerly the Victory Shoe Co., and right now it is proud of introducing a new construction in shoes: a combination of sliplasted and stitch down. Last season it introduced a new type of welt construction lightweight dress shoe—medium heels.

Vice-President Legg, in discussing what he terms "shoe-versation," points out that Heydays Shoes is aware that it is a minute portion of the industry.

"Our progress, if any," he says, "in the main can be attributed to two policies: (1) We do not watch the successful man and try to emulate him. We seek out the unsuccessful and do the reverse of what he did. It's a system that rarely fails. (2) . . . and very important: We believe that any progress this industry makes, caused by us, will profit our company more than whatever progress we could make as a single unit."

That Mr. Legg's business philosophy works is evidenced by the rapid growth of Heydays Shoes. Example: The company has not been idle a day this year, and in six months during 1951, 171 new accounts were opened.

In "shoese" that's stepping right along.



210 ASSOCIATES . . . is a national philanthropic foundation of the shoe, leather and allied trades. Every year it meets, singles out the man whom it considers has rendered the most distinguished service to the shoe and leather industry. The gentleman—and we use the word advisedly—who has won this year's T. Kennon Holly Memorial Plaque is none other than Everit B. Terhune, Sr., much beloved president of *Boot and Shoe Recorder*. "He has constantly endeavored to raise the ethics and standards of the industry," said J. W. Holmes, in presenting the Plaque. And to anyone who knows Terhune that's fairly obvious: He was one of the founders and first president of the Boston Shoe Trades Club, helped to organize the N.E. Shoe and Leather Golf Club, has been president of Associated Business Publications. . . . A Harvard man, Everit Terhune joined the publication of which he's now president shortly after graduation. Eventually he succeeded his father who had founded the publication. Following World War I he led a group of American shoe manufacturers and tanners to Europe to study the impact of war on their industry. He wrote a prophetic book, "Whispering Europe," foretelling many of the political conditions of today.

BY HARRY WOODWARD

THE AMBIDEXTROUS MR. G . . . who is Blatz Brewing Company's new vice-president in charge of sales, once worked for the people who now manufacture beer cans, acted as an account executive for a rival brewer, moved on to be the rival's sales v-p. He's Herbert A. Goodwin and he's a veteran with 30 years' experience in sales, advertising and sales promotion work. He thinks his career has been a little miracle in logical development since he's a believer that sales and advertising go together like beer and skittles. A big man, whose horn rim glasses give him a fleeting resemblance to Harold Lloyd, Herb Goodwin has been with Falstaff Brewing Corp., in its top sales post. Before that he was a brewing account executive for Dancer, Fitzgerald & Sample, Inc. During the time he was with Falstaff he reorganized and revitalized the selling organization, increased annual sales from 1,600,000 barrels to nearly 2,500,000 barrels. . . . For 16 years he was with Continental Can as director of sales development. He's credited with a great deal of the wide acceptance of canned foods.





FROM BOYS CLUB TO V-P... Percy L. Dafoe got his job as vice-president of the newly-formed Acme Steel Products Division by going begging. Back in '27 Mr. D. was doing a fund-raising stint for the Chicago Boys Club. He called on officials of Acme Steel Co., got his contribution—and the offer of a job. Two years later he accepted it. He picked up the phone one day and announced, "I'm coming to work for you tomorrow." Creating a job on the sales staff for the confident young man, as Acme did, proved to be a wise investment. Seven successful selling years later the company called him off the road to make use of the administrative acumen he'd acquired previously, in practicing law and managing his dad's oil properties. Acme made him assistant sales manager. During the war he was loaned to the Army Ordnance Department as chief of packaging in the Tank and Automotive Division. When the new Division begins operations as a sales and distributing company for steel strapping and stitching equipment, he'll take over as v-p in charge of sales.

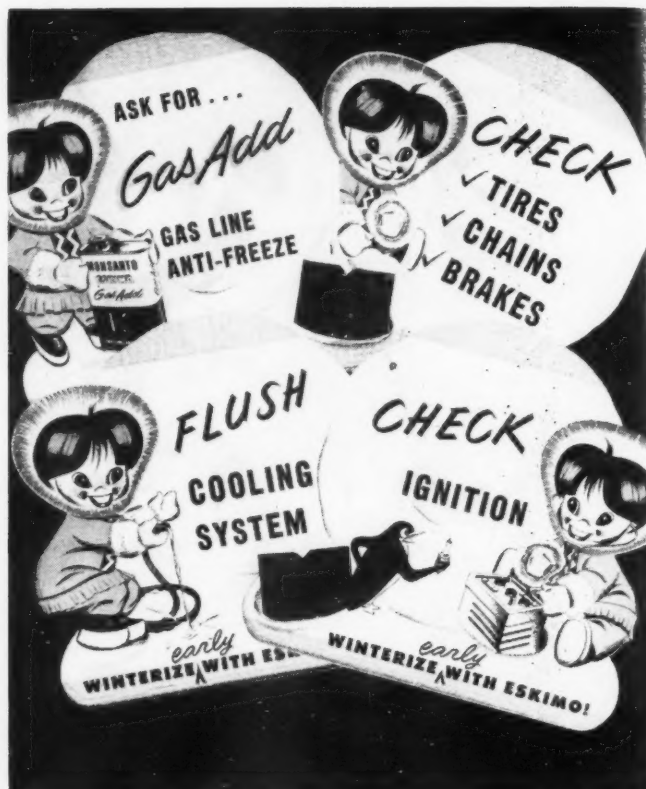
They're in the News

"ON THE FRONT BURNER"... In home economics circles Helen Kirtland's is a name with which to cope. Maybe you'll remember her as the former associate editor of household equipment at *McCall's*. She spent some time there doing such off-hand things as: preparing special educational motion pictures, supervising nutrition studies, testing new equipment and developing materials for radio and TV programs. Incidentally she took care of her editorial duties! Now the wide-awake Miss K. has a new job: She'll be manager of Hotpoint Institute, and while she'll be cooking with electricity it will definitely be front burner stuff. Hotpoint has been busily realigning its home service facilities to broaden programs for retailers, distributors and consumers as part of the company's Merchandising Department schedule. The program ties in closely with sales. . . . The big idea: to expand educational programs via practical-use demonstrations, cooking schools, etc. Helen Kirtland is a U. of Buffalo grad, has been home service director for several utility companies. She's ready to take to the road and her only regret is that her car won't run on the same electricity that powers her stove!





"BE FOREHANDED," Monsanto tells Eskimo dealers. "Get car owners to put in anti-freeze early. Then use the occasion to sell winter oil, check ignition, tires, etc., increase volume profit



ALL-PURPOSE REMINDERS, in the form of window stickers that embody a variety of car check-up suggestions, are supplied to dealers. Object: To keep "winterizing" business from peaking.

Monsanto Besieges and Captures New England Market for Eskimo

The product: A new anti-freeze. First sales were achieved by going direct to dealers. Then came jobber distribution. All major media were used for advertising, with strong emphasis on local coverage for many small city markets.

Monsanto Chemical Co., supplier of chemicals, plastics and other products to manufacturers, tested its first out-and-out consumer product—Eskimo anti-freeze, both methanol and permanent—last fall and winter in the New England market. Although competing with strongly-entrenched anti-freezes, Eskimo, according to a survey made by independent professionals, ended up the season third among 18 brands in customer awareness in the test territory.

Following through on the first

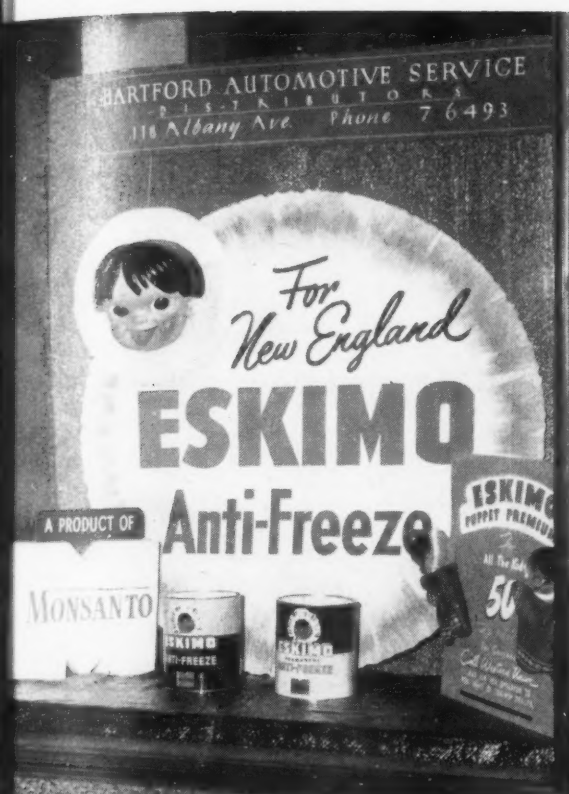
year's success, Monsanto now has plans to sell three times as much Eskimo anti-freeze this fall and winter as it did last season. And it is launching a new companion product to Eskimo anti-freeze—Eskimo Gas Add, a gas line anti-freeze. Considerable success for the new product is already assured through advance orders from dealers who handled Eskimo anti-freeze last season.

Furthermore, following an extensive study of the first season's campaign and what made it tick, the num-

ber of outlets for Eskimo products has been doubled for the second season, and Monsanto has branched out with the new products into New York City and State where they are sold by big jobbers and chain outlets such as Sears, Roebuck & Co. and Gulf Oil Corp.

Monsanto has an eye on nationwide distribution for the Eskimo products but is proceeding to achieve sales saturation and wider experience in each area entered before moving on to additional territory.

Although the nationally known name "Monsanto" is emphasized almost exclusively in the Eskimo advertising and promotional efforts, the Merrimac Division, Boston, launched the first real Monsanto consumer product. The men behind it for Merrimac Division are H. J. Heffernan, general manager of sales; Roy T. Cowing, sales manager of consumer



EFFECTIVE DISPLAYS are an important phase of the Monsanto merchandising plan. Here's one from last year. It's compact, but embodies high attention value.



MONSANTO'S LITTLE ESKIMO, via puppet likeness, found her way into the dressing rooms of Rodeo performers when the show came to Boston. There she entertained both the cowboys' own youngsters and visiting moppets.

products; Edmund Greene, advertising manager, and Walter T. Campbell, assistant advertising manager.

Mr. Cowing was initially appointed consumer sales manager to direct the Eskimo program. At the start most of the new anti-freeze was sold directly to consumer outlets by Merrimac Division salesmen who ordinarily sell chemicals and other products only to industry.

At first thought this method may seem unusual but, as a matter of fact, most of these salesmen have a background knowledge of the anti-freeze market because Monsanto has had a wedge in it for many years with the production of an unbranded alcohol type sold in bulk. As the methyl and glycol types became more and more popular with the consumer, it was decided to market the newly branded Eskimo anti-freeze of the methyl and glycol types. And who was better able to introduce it than these salesmen?

Under the direction of Mr. Cowing a network of distributors was built up by Merrimac salesmen. This network will be expanded as fast as conditions warrant. From now on distribution will be handled by jobbers and chain outlets.

Monsanto's previous experience in the anti-freeze field naturally was

helpful in launching Eskimo. For instance, it enabled Monsanto to determine in advance that it could meet the prices of other leading brands of methyl and glycol anti-freeze. Semi-permanent or methyl type Eskimo is 40 cents a quart and \$1.50 a gallon at retail. Permanent or glycol type is \$1 a quart and \$3.75 a gallon.

Similar to the sales program, all phases of the promotional campaign will be extended during the second season. Media include numerous newspapers, TV, radio, outdoor signs, movie shorts and slides. The most notable aspect of the advertising, Monsanto officials point out, is the way it is "localized" to suit conditions in each market area.

Under the "localized" plan Monsanto, instead of confining its advertising largely to big city newspapers, radio stations, TV, outdoor signs, etc., reaches into medium and small population centers, closely tying in local dealers with promotional activities. Examples: Lewiston, Me., and Burlington, Vt.

Another important factor in the successful introduction of Eskimo anti-freeze is that Monsanto sold its good name as strongly as it did the product, on the theory that in such a highly competitive field a new anti-freeze would have a difficult time

catching on unless the name of a well known company was associated with its promotion.

An example of how strongly Monsanto plays up the "selling" of the company angle and the "localized" promotion is in the following from an Eskimo folder for dealers, which is being widely distributed: "The big Monsanto Chemical Co. is known around the world, but its Eskimo advertising is just as local as your neighborhood station. *Local* newspapers, *local* radio stations and *local* outdoor signs will tell your neighborhood prospects about Eskimo."

The localized advertising and selling plan was set up on the premise that the more sharply the advertising brings the dealer into focus and the more it is localized in his home town, the more effective it will be for him and, of course, Monsanto.

Indicative of how thoroughly the Eskimo campaign was localized in numerous communities last year was the fact that Merrimac Division sales and advertising representatives sought the advice of the man doing business on the spot on the best means of advertising in his area. They called on each Eskimo distributor to determine the portion of his market or type of outlet he represents and to learn of any local peculiarities.

In view of the popularity of television, it might be thought casually that this would be an ideal medium for pushing Eskimo anti-freeze, or any other product. And it is bringing good results in the Greater Boston area and other sections within a radius of about 75 miles of Boston. Last season Eskimo TV programs were confined to WNAC-TV, Boston, and WJAR-TV, Providence. This year they will also go out over WBZ-TV, Boston's other television station, and will be doubled in time on WJAR-TV.

Beyond a 75-mile radius of Boston, however, in Maine, New Hampshire and Vermont to the north, TV is not yet available. Consequently Monsanto depended on the radio and newspapers to reach all of these sections last year, and will do the same this season.

Advertising Is Localized

The road had been partly paved for the introduction of Eskimo over radio in northern New England by Monsanto's Sunday network radio show, "Songs from New England Colleges," now in its fourth season. For Eskimo this coverage was intensified by heavy spot radio programs in that section. When possible, spots near local news, local weather, local sports or other programs of special local interest are selected.

In northern New England the local newspapers used extensively to promote Eskimo products include the *Bangor Daily News*, *Lewiston Sun and Journal*, *Portland Press-Herald* in Maine; *Manchester Union-Leader* in New Hampshire, and *Burlington Free Press* and *Rutland Herald* in Vermont.

The Eskimo newspaper advertising campaign also reaches into Connecticut through the *Hartford Courant*, *Hartford Times*, *Collinsville-Farmington Valley Herald*, *West Hartford News*, *Rockville Journal*, and *Manchester Herald*.

In fact, the localized newspaper campaign also is being depended on to reach many Massachusetts communities, even a large number in Metropolitan Boston. Papers carrying Eskimo ads in the Boston area include *Woburn Telegram*, *Melrose Free Press*, *Everett Evening News and Gazette*, *Milton-Mattapan News*, *Dorchester Citizen*, *Parkway Transcript*, *West Roxbury Transcript*, *Jamaica Plain Citizen*, *Winchester Herald*, *Brookline Citizen*, *Allston Citizen*, *Brighton Citizen*, *Cambridge Chronicle-Sun*, *Norwood Messenger*, *Woburn Daily Times*, *Wal-*

tham News-Tribune, *Quincy Patriot Ledger*.

Other Massachusetts communities are reached through the *Springfield Union and News*, *Holyoke-Transcript Telegram*, *Chicopee Herald*, *Westfield News Advertiser*, *Palmer Journal*, *Ware River News*, *Northampton Gazette*.

All newspaper advertising was paid for last season by Monsanto and will be this season. Monsanto also aids distributors and dealers in setting up displays.

The new trade name, "Eskimo," is supported in practically all promotional pieces and advertising by a little Eskimo girl with a roguish smile and a winning eye. A checkup of last year's results showed that this likable character definitely helped to put over the new product. At the start of the introductory campaign she was not only used on the printed material but her face was reproduced in rubber, and a colorful cloth jacket was added to create a hand puppet, available at Eskimo dealers, which youngsters could obtain to run their own puppet shows.

So popular were these puppets that the idea was carried on TV, through WNAC-TV. A series of spots was obtained close to popular children's shows, and the puppet was offered in full-page color Sunday newspaper advertisements throughout New England. Motorists were drawn into the picture by a coupon which had to be countersigned by an Eskimo dealer. Thousands upon thousands of the puppets were given away and many sales resulted.

Some New Promotion Ideas

A new promotional phase this season is the broadcasting of high school football games over smaller local stations. Example: the games of teams in the vicinity of Salem, Mass. The names of Eskimo dealers in the community are given from time to time during the broadcasts.

For this season a new point-of-purchase display package has been developed. A feature of it is a big cloth poster stating that Eskimo products can be bought at the garage displaying it. The package also contains a series of window stickers on which the Eskimo girl urges garage customers not only to "Winterize Early with Eskimo" but, as the various ones say, to check ignition, change to winter lubricants, check tires, chains and brakes, etc. The stickers are intended to help the dealer to spread his winterizing trade over a longer period instead of having to do all he

can of it in a great rush with the arrival of the first freezing weather.

One reason why promotional efforts this year are following closely in the footsteps of those of last season is the result of a survey last summer among 160 owners or managers of New England gasoline outlets who handled Eskimo last year. The survey, made by independent professionals, confirmed, for instance, that Monsanto, which had never used television and outdoor sign advertising before, was on the right track in using them to promote the anti-freeze. Of the large number of dealers who reported they installed the Eskimo line because of various types of advertising, a good proportion considered the television advertising particularly good. Only 21 out of 160 said they had not noticed or could not remember seeing Eskimo advertising.

A Good Name Helps

A good percentage of dealers, however, frankly stated that they purchased Eskimo anti-freeze because jobbers or salesmen advised them to carry it. So the need for an aggressive sales job in introducing Eskimo was apparent. In fact, the survey plainly brought out that localized advertising plus the backing of the jobbers handling the Eskimo line were the two main factors in the successful promotion.

The survey further showed that a substantial number of the dealers who carried the line last year would stock increased quantities this year. As this was written many of them had already arranged for larger amounts. The number who said they did not intend to stock Eskimo again this season was impressively small.

As to the value of playing up the Monsanto name in promoting Eskimo, when gas station operators were asked if they knew the name of the manufacturer, it was found that those who did far outnumbered those who did not. And of those who knew Monsanto was making the line, nearly 70% reported that the Monsanto name was a definite aid in selling Eskimo.

The newest product—Eskimo Gas Add—had an encouraging start when Merrimac sales and advertising men, again visiting distributors and dealers in connection with this season's promotional plans, asked frankly whether they would be interested in taking on the companion product. No more than token-quantity orders were anticipated but sizable amounts were purchased. In fact, the original quota was sold out in a few weeks.



Servicemen wrenched from their families and their jobs, many for the second time in a decade, have odd moments in Korea, Germany and our bases everywhere to reflect on the true meaning of their sacrifices. To E. R. Broden, The Carborundum Co., Niagara Falls, N. Y., the long-range nature of our struggle called for a Christmas message addressed to the minds of the 170 Carborundum employees now in the Services.

A Christmas Letter To Boys in the Service

Dear _____:

This Christmas season our thoughts turn to you—all the things you stand for—and what you mean to us and to all the world.

Many of us do not fully understand the relation between our Armed Forces and peace. Too many times we think there is a contradiction between force and peace—between our desires and prayers for peace and good will among men—and the Armed Forces of our nation.

In every society there must be certain basic aspects of government. There must be some rules to govern conduct to protect the rights of the people in the group. We call this Legislation. Someone must be the administrator of those rules or laws. We call this the Executive Branch of Government. There must be someone to judge whether or not the rules or laws are violated by any person or group. We call this the Judiciary. And last, but not least, there must be someone or some group who will put the violators in their place if they attack the rights of others. We call this the *Police Force* of society. Now, in our towns, cities, counties, states, and nation, we take it for granted that if a man or group of men take it in their hands to plunder and kill their fellow men they must be halted by police power—and, if necessary, the police are authorized to destroy the man or group who will not yield to persuasion. We take it for granted that the man who unlawfully kills another has forfeited his right to live among us.

We haven't fully grasped the same truth as it applies to nations. Gradually, however, we are becoming world citizens and are taking steps, painfully slow though they may be, to erect a world organization. It will never work effectively until, like a city, state, or nation, it has the four necessary aspects for governing the affairs of na-

tions: *Legislative* power—where international law is agreed upon. An *Executive* Branch to administer international law. A *World Court* where the accused and the aggrieved may try their dispute before an impartial tribunal. Last, and absolutely necessary, there must be *Police Power* which is willing and able to enforce obedience on world outlaws who violate the law and attack their neighbors' lives and properties.

We are witnessing the evolution of such a world organization in our age. For the first time in the history of the world—aggression is being halted by a *Police Force representing the United Nations of mankind*.

Your country, our country, is committed to the United Nations. Our economic, political, moral, and military might is committed to maintaining the peace of the world within the framework of the United Nations. Some of you may still be in America, or may now be in Korea, or on your way to Korea to stop aggression. You are part of the world's Police Power. You are protecting me, your loved ones, your fellow citizens in America—you are protecting all men of good will everywhere as you serve in the Armed Forces of America. You are helping to bring the day of "Peace on earth and good will among men."

A little token of our remembrance and appreciation is being sent to you—just to let you know we remember you back at Carborundum.

May the great God and Father of us all keep you in His protecting care.

E. R. Broden
Executive Vice-President
The Carborundum Co.



Based on an interview

by John H. Caldwell with

F. J. TONE, JR.

**Vice-President in Charge of Sales
The Carborundum Co.**

When Salesmen Lack Enthusiasm For an Old, but Basic, Policy

Before you blame the salesman, ask yourself: Is the policy clear, is it in writing, and has it been explained? Carborundum took a fresh look at its 50-year-old distributor policy, revitalized it by giving district men more authority.

The analysis was penetrating and the comment, coming from an industrial sales executive, was unusually candid. "We've always had a strong distributor policy," explains F. J. Tone, Jr., vice-president in charge of sales, The Carborundum Co., Niagara Falls, N. Y., "but it was, just a few years ago, too often a strong policy only at the home office."

If all Carborundum district managers and salesmen did not carry out the distributor policy which Carborundum home office executives had in mind, it was not necessarily the fault of the men in the field.

"A company doing business with some of its distributors for over a half century," Mr. Tone reminds us, "is inclined to get more informal and personal in its relationships. But there comes a time when we must make a special effort to clarify and to formalize our basic policies."

Mechanically, the problem was to tighten the sales operation and to re-define areas of responsibility for

both Carborundum and for all of its distributors.

Humanly, the problem was how to bring about a change in attitude on the part of Carborundum's own sales force.

Current sales results, measured against 1947 performance, speak well for policies and the field salespeople who are making them work. With Carborundum's total sales up, its competitive share of the market up, too, the company's sales through distributors in 1951 to date are 11% more than in 1947.

This is the kind of news stockholders like to hear. And President H. K. Clark could report to them, as he did earlier this year, that sales policies "are clearly defined, are understood and supported by the entire Carborundum sales team."

Carborundum's abrasives are sold direct to users, and through approximately 250 distributors in 45 states. "This dual method of distribution has certain inherent problems," points

out Mr. Tone, "and we have had to get our answers through the evolutionary process of trial and error."

Carborundum's distributors serving industry usually are industrial supply wholesalers. Stone, marble, shoe and tannery trades are served through specialty distributors. Roughly two-thirds of Carborundum's sales (\$56¾ million in 1950) are in abrasive products, the balance coming from super refractories, electric heating elements and resistors.

Step No. 1 in Carborundum's evolutionary plan to develop a strong working policy in the field was to recognize the problem. Step No. 2 was to define, in writing, the company's basic distributor policy.

"The Carborundum Co. by the very character of its diversified product lines," reads the opening line of a statement outlining the philosophy behind the policy, "needs good distributors because:

"1. They can make many more daily calls than we can.

"2. They can afford to call regularly on small accounts because of sales possibilities for other than abrasive products.

"3. They provide stock service we could never afford even by the most economical and modest, wide network of warehouses and sub-warehouses.

"4. Properly guided, they reduce



Telephone Folks Will Play Santa for Thousands of Kids



As you read this, telephone operators all over the country are dressing thousands of dolls for children's homes and hospitals at Christmas.

Down in Texas, other telephone people are packing gay gift boxes for remote farm families. On December 24, the pilot who patrols Long Distance cables across the lonely plains will drop them by parachute and wave a friendly "Merry Christmas" by wagging the wings of his plane.

Throughout the Bell System, thousands of other telephone men and women are collecting food, candy, toys and dollars for those less fortunate than themselves.

It's a long-time telephone tradition — and a rather natural one. The spirit of service and the spirit of Christmas are pretty close together. And telephone folks try to be good citizens all year 'round.

BELL TELEPHONE SYSTEM





THE POLICY: "A Carborundum distributor is *not* a customer," declares General Sales Manager F. W. Bonacker (right) to John F. Claydon, Detroit district sales manager, "He is, and must always be, a vital part of our sales organization." It means selling *through* distributors.



POLICY IN OPERATION: Carborundum's Boston manager, F. H. Machleit (left) now has more authority over warehouse stocks, and his salesmen know they're expected to provide management help to distributors. (Right) F. Marsena Butts, of Butts & Ordway, Boston.

POLICY IMPLEMENTED: Carborundum and its distributors split 50-50 on a personalized training program for distributor salesmen. They acquire basic product knowledge, learn about new developments, new markets, and to make the most effective use of sales aids.



our over-all sales and administrative costs.

"5. They exercise strong local influence."

Carborundum's policy memorandum struck frankly and directly at the heart of the prevailing attitude.

"It is recognized that the foregoing has not been accepted as gospel in our organization in all instances," the policy statement continues. "We must ask ourselves 'Why?' We must analyze *our* relations with our distributors to determine just where the fault lies. How can we expect a distributor to feel and act as a part of our sales department unless we:

"1. Do not attempt in any way to divert his customers to direct or other sources of supply.

"2. Live closely enough with him to:

"(a.) Guide his inventory level and assortment.

"(b.) Handle his serious complaints promptly.

"(c.) Work at regular specified intervals with his salesmen.

"(d.) Educate his new men; continue education of his experienced salesmen.

"3. Consider ourselves a part of his organization, when in the presence of his customers.

"4. Realize that the distributor can develop and maintain business on his own in addition to that volume which we develop and turn over to him.

"5. Believe and practice the theory that a distributor is not for small accounts only. He would starve to death on this diet and so would we. He must have some medium and large size accounts and be permitted to retain them when they grow larger, free from jealous advances by our own sales personnel."

The policy memo continues:

"We cannot expect to improve the operation of our existing distributors, or secure new ones of the type we require until we have a clear, fair distributor policy, not only written but practiced by our entire sales department at home and in the field."

With that kind of specific philosophy one would expect the distributor policy itself to be spelled out—in writing. It is. Carborundum's agreement covers five printed pages, plus another page describing the territory assigned, and a page listing specific exceptions permitting direct selling to certain accounts.

If Carborundum stands foursquare behind its distributors, it stands foursquare against manufacturers' agents. Because manufacturers' agents do not provide facilities or services required

to the Sales Executive who wants
better advertising
...but thinks he can't afford it

By
"better advertising"
we mean...

- ▶ advertising that increases the order-getting power of your sales organization;
- ▶ advertising that increases the salesmen's chances of making more sales calls count;
- ▶ advertising that prepares the salesmen's way for closing more orders, by doing most of the pre-selling "telling";
- ▶ advertising that multiplies the circulation of your most effective sales story to more of your most likely prospects;
- ▶ advertising that increases sales and reduces unit sales costs.

"Ditch-Digging"
Advertising*
is such advertising.

"Ditch-Digging" Advertising takes its cue from your customers and prospects. (What do THEY want to know about your product?) Then it rolls up its sleeves and digs for sales by helping people buy. It may not be the cheapest kind of advertising, but it costs you less!

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of any product that requires pre-purchase deliberation on the part of the buyer.

We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation by assigning to it those *informing* and *reminding* parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations, or other "mechanical" means of transmitting ideas and information.

We're set up to quickly relieve you and your advertising department of as much of the work and responsibility as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that you *can* afford a "Ditch-Digging" Advertising program, we'll be delighted to hear from you.

*Reg. U. S. Pat. Off.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LEXington 2-3135

DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY'

for Carborundum products, "they will in no case be considered as suitable candidates for distributors," declares Mr. Tone.

Carborundum makes it equally clear that it will not entertain plans for any of its salesmen, or any other company personnel, to become distributors.

It is obvious that Carborundum's top sales management has exercised great care to lay the groundwork for an effective distributor policy that will enlist the willing support of its own sales force.

While home office recognition of the need to define, write, fully explain, and sell the company's distributor policy had to come before all else, it was obvious that the next logical step was to provide Carborundum's district sales managers and their salesmen the tools with which to make policies work.

How was this part of the program carried out? It was done, Mr. Tone explains, "by allocating more authority and responsibility to district managers and salesmen, by bringing inventories of products closer to the cus-

tomers through distributors as well as Carborundum warehouses, by controlling these inventories in line with customer requirements in every area, and by training distributor personnel and Carborundum field representatives in product and application knowledge."

Let's examine these points:

Authority-Responsibility: In addition to their normal duties, each of Carborundum's 12 district managers has the authority and the responsibility to decide what inventories he shall carry. This is not an easy choice. There are some 10,000 variations in coated abrasives and some 20,000 bonded products regularly produced; the variations could reach over 200,000.

Carborundum's target is four turnovers a year. District managers, under the present decentralized warehouse inventory control, hold fairly close to this goal, according to Mr. Tone.

Subject to conditions set forth in basic policy, each local manager now has authority to allow his distributors to return "slow moving" or "dead" stock. Result: Little change in the volume of returned stock, but a substantial increase in inventories carried by distributors, and, of course, increased sales because products are on hand when needed.

If a manager is held accountable for the performance of the salesmen under him, he usually would like to have a say-so in their selection. Carborundum's district managers now have this opportunity. They participate in screening applicants for sales jobs, and they are provided by the home offices with a special check-chart for assessing candidates. Final selection and training, however, still take place at Niagara Falls.

For the salesmen, the new delegation of authority to the district sales office involves a new conception of the part he can and should play on the Carborundum sales team.

"The Carborundum salesman is not the last link in the chain," says F. W. Bonacker, general sales manager, manager of the field sales force, and chairman of the company's Marketing Council. "The salesman calling on distributors actually is the start of an entirely new sales management operation."

Mr. Bonacker emphasizes that one of the most important facts impressed on each Carborundum salesman is that "a Carborundum distributor is not a customer. He is, and must always be, a vital part of our sales organization." From the Carborundum point of view the salesman is

2 MILLION OKLAHOMANS with 2 BILLION TO SPEND never see an *Outside* Sunday Supplement

BUT 3 OUT OF 5
URBAN HOMES IN OKLAHOMA
READ THE DAILY OKLAHOMAN
SUNDAY MAGAZINE

Advertising in "national" Sunday supplements completely misses Oklahoma . . . completely misses a market where nearly two billion dollars a year are spent in retail stores. No outside Sunday supplement covers so much as 2% of it.

The Sunday Magazine Section of the Daily Oklahoman, on the other hand, is read in an average of 3 out of every 5 urban homes in the state . . . really does a job for advertisers as any Katz representative can prove.



NATIONAL ADVERTISERS
placed 10 times more
linage in the Sunday
Magazine the first nine
months of this year than
during the same period
in 1948.

THE DAILY OKLAHOMAN

MORNING 146,901

EVENING 116,278

DAILY COMBINED

263,179

SUNDAY

260,398

OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING CO. - THE FARMER-STOCKMAN WKY - WKY-TV, OKLAHOMA CITY - Represented by THE KATZ AGENCY, INC.

first of all, a consultant to top management of the distributors on whom he calls. He must have the ability to confer with them about their management problems: market analysis, sales coverage, inventory, turnover, profit margins, manpower problems (spotting, hiring, training, compensating, stimulating, and leading the distributor sales force), and other related problems.

Closer to Customers: Unlike an auto assembly plant which can be located in the heart of its market, an abrasive factory is pinned to certain sites because of its production process. The two basic manufactured abrasives "CARBORUNDUM" silicon carbide and "ALOXITE" aluminum oxide both are products of the electric furnace. Therefore, the giant furnace plants must be located near abundant sources of hydroelectric power.

But Carborundum's customers are everywhere. Every factory, shop, and workbench needs abrasives. This customer requirement, if nothing else, makes it highly desirable for the company to intensify stocking at distributor locations because distributors are located where customers work. Logically, the quickest way to place more inventory where more customers could get at it—when they wanted it—was to build up distributor stocks and to help distributors move their inventory.

At the same time, Carborundum, beginning postwar in 1946, has expanded its own warehouse facilities until it now has approximately 300,000 square feet of floor space devoted to district warehouses, sales offices, and service facilities in 10 strategic industrial areas.

Distributor Product-Sales Training: Carborundum's training course follows accepted trade practice. Distributors select their salesmen for training by Carborundum at Niagara Falls. Distributors and the company share the men's expenses 50-50 for the one week's course. The men are trained in product and application knowledge.

Distributor Advisory Board: Carborundum's Distributor Advisory Board is comprised of 10 members selected from year to year on a rotating basis. The board meets, on call, with Carborundum's Marketing Council.

Any demarcation between Carborundum and its distributors disappears as both groups focus on the common objective of how to achieve better customer service and greater sales of Carborundum products. The

board considers market trends, inventory policies, sales and promotional techniques, proposals for revision of marketing practices, for example.

Why was the board formalized? Explains Mr. Tone: "Through the advisory board we can accomplish more easily and quickly the collaboration which has been secured on an informal basis."

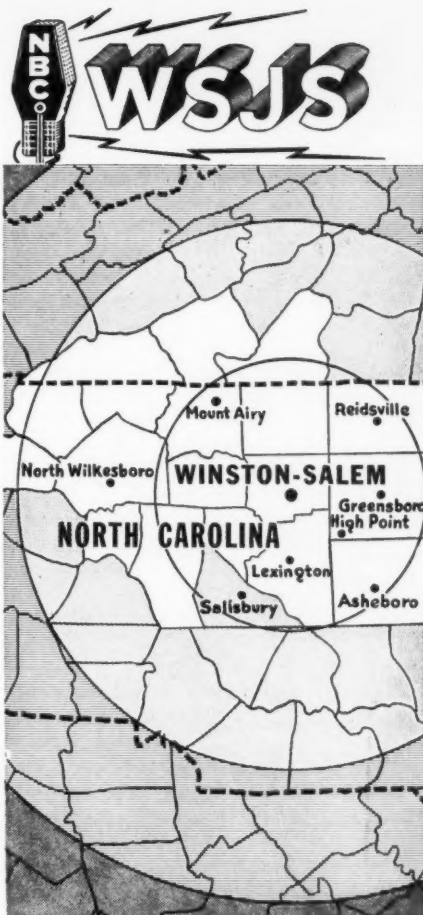
And, finally, as public evidence of its aggressive backing of a strong distributor policy, Carborundum buys color spreads in *Mill & Factory* and *Industrial Distribution* to discuss its policy. Copy in the December advertisement, for example, declares:

"In your Carborundum franchise there's no 'party of the second part.' The written franchise held by every Carborundum distributor is designed for the mutual benefit of the distributor and the manufacturer. Because he is an outstanding cog in the Carborundum sales organization, the distributor enjoys valuable and exclusive advantages spelled out by a clearly defined agreement."

Now it can be said that Carborundum has a strong distributor policy at the home office—and in the field.



INHALER'S CHOICE: Noses become buying guides when customers approach this "Cordials by Cointreau" point-of-purchase display. Sample pads, saturated with flavors corresponding to the five cordials featured, are torn off and passed gently under the consumer nose—the better to test the aroma and make the selection. Display produced by Consolidated Lithographing Corp., for Renfield Importers, Ltd.



Only ONE Station
DOMINATES
A
15-COUNTY
MARKET

with
1950 Per Capita
Effective Buying
Income of
\$745.00*

*Sales Management, 1951
Survey of Buying Power

WSJS

The Journal-Sentinel Station

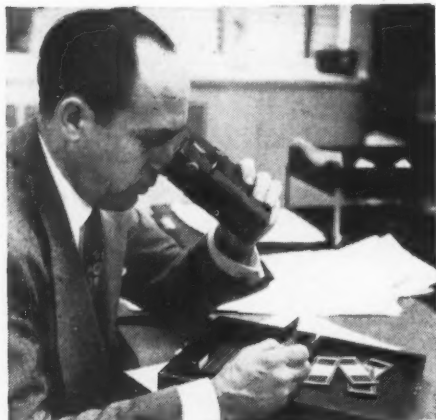
AM-FM
WINSTON-SALEM

NBC Affiliate

Represented by:
HEADLEY-REED CO.

Increase Sales with STEREO Realist

The Camera That Sees The Same As You



"Buyers welcome salesmen with compact Stereo-REALIST slides and viewer kit... eliminates bulky sample cases. Substantial sales increases have resulted."

says HENRY W. TAVS,
Sales and Merchandising
Director, retail division, Belding-
Heminway-Corticelli, Inc.,
New York City



PRESENT users proclaim Stereo-REALIST pictures as "the world's finest visual selling aid!" An outstanding record of results has proven them to be a practical, dynamic sales tool.

REALIST pictures are so real they actually take the place of salesmen's samples. They show products... plants... manufacturing techniques to customers in full color and LIFE-SIZE three dimensions. Buyers can study every detail of construction, texture, color.

Salesmen like them, because REALIST slide kits do away with bulky sample cases. And buyers actually welcome salesmen with their colorful, true-to-life slides!

You must see REALIST pictures to appreciate their full impact. For more information on this low-cost, high-powered sales aid, write DAVID WHITE CO., 385 W. Court St., Milwaukee 12, Wis., for the name of your nearest dealer or commercial photographer.



Winner of 1951
U. S. CAMERA
Gold Medal
Achievement Award

Worth Writing for. . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

Industrial Locations in the San Francisco Bay Area:

An inventory and analysis of physical and economic factors relating to the location of new industry and branch plants within the Bay Area, published by The San Francisco Bay Area Council, Inc. It gives information on rail, highway and commuting facilities, labor supply, wage rates, availability of utility services, water supply and costs, deep water facilities, tax and insurance rates, topography, sub soil quality, and population. Included is a three-color map showing zoned and unzoned industrial acreage surrounding San Francisco Bay, transportation routes and principal cities. Write to William E. Waste, Chairman, San Francisco Bay Area Council, Inc., 130 Montgomery St., San Francisco 4, Calif.

Materials, Finishes and Components . . .

what product designers want to know about them: A new handbook published by Sweet's Catalog Service, Division of F. W. Dodge Corp., for manufacturers who sell to the original-equipment market. It includes check lists of the information product designers need and examples of catalogs they find helpful. Write to H. M. Thompson, Sales Manager, Sweet's Catalog Service, Division of F. W. Dodge Corp., 119 W. 40th St., New York 18, N. Y.

Who Sells Floor Coverings?

An analysis of soft and hard surface floor covering sales, prepared by the statistical staff of Bill Bros. Publishing Corp. for *Rug Profits*. All figures utilized in the analysis are from the United States Business Census, 1948—the latest available. The primary reports used are "Retail Trade, United States Summary" for total number of stores and sales; "Merchandise Line Sales of General Merchandise Group" for floor covering sales by department stores; "Merchandise Line Sales of Furniture, Furnishings

and Appliance Group" for floor covering sales by furniture stores, floor covering stores and minor groups. Stores handling line and retail sales volumes include all single unit stores doing an annual volume of \$100,000 or more in all types of merchandise, plus all multiunit stores, plus a 10% sample of single unit stores doing an annual volume of less than \$100,000 in sales in all types of merchandise. Write to Wm. H. McCleary, Director, Research & Statistical Staff, Bill Bros. Publishing Corp., 386 Fourth Ave., New York 16, N. Y.

Courtesy Pays Off: A booklet authored by Dr. Robert R. Aurner, director of the Better Letters Division, Fox River Paper Corp., tells of some of the surprising things that happen when courtesy is the attitude you take when writing letters. It analyzes two letters: one that nearly killed the customer . . . and one that extends a friendly hand. To test your letter output, there are five key questions to answer. Write to Paul C. Wesco, Vice-President, Fox River Paper Corp., Appleton, Wis.

The Girl Under Twenty . . .

her food buying, meal planning, parties. Third in a series of teen market surveys published by *Seventeen* magazine, it is based on a national poll of teen-agers conducted by A. J. Wood & Co. The nation's seven and a half million young girls under 20 buy almost two billion dollars' worth of food every year—accounting for 25% of the family's food dollar—and spend \$400 million for party refreshments alone. The first report was on teen-agers' attitudes toward magazines, and the second one dealt with marriage data. Reports to come will include figures on use of beauty products and an over-all summary of this consumer group. Write to Howard Bergman, Sales Promotion Manager, *Seventeen*, 488 Madison Ave., New York 22, N. Y.



*Lots of good wishes for the Holiday Season
and the coming year*

W
J
R

The Goodwill Station



"DEMONSTRATION SELLS," says Kjell Qvale. "If we ever start slipping back, it will be because we've let ourselves forget it."



"GIVE US SOME S-CURVES . . . preferably one bend a minute . . . and we don't have to sell the cars. They'll sell themselves." Day-in and day-out demonstrations enable Qvale to sell 200 British cars a month. Qvale is succeeding in making his own enthusiasm contagious.

The Popeyed Prospect

. . . he winds up signing an order and goes home with a new car and a grin like a slice in a watermelon. He's been in the company of an astute Norwegian who sells British cars to Americans who live in California. It's Showmanship with a capital "S"—but its essence is sound sales psychology.

In 1950* dollar-needy Britons exported 80% of the automobiles they manufactured (about 343,618 cars) and a great many of that number were purchased in the United States.

California is far ahead of the rest of this country in the ownership of British cars.

One reason for this state of affairs is an astute Norwegian named Kjell

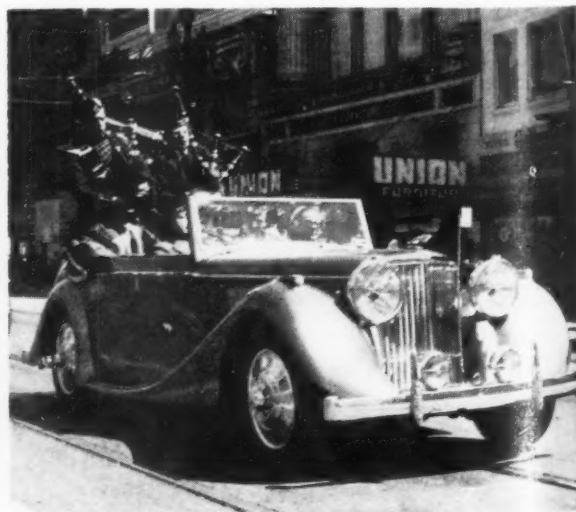
Qvale (pronounced Shell Cavalli) whose practical — and sometimes flashy—ideas about how to sell will have moved about 2,200 British automobiles into American ownership by the end of the year.

Sending cars to the U. S. A. falls in the category of carrying coals to Newcastle. Americans are used to big, roomy, "drawing room" cars. To the average citizen most British cars look like playthings.

It is exactly that fact—that "dis-advantage," if you like—that has been capitalized upon by the promoters of the more popular of the British models. In California, at



SHOWMANSHIP AT WORK: An in-coming shipment of new cars is made an occasion for a parade through down-town San Francisco. The event was tied into a news headline: local celebration of World Trade Day.



MIDGET DRIVERS in midget cars, and a group of Scottish bagpipers provided color for the show. Such events never fail to unearth new prospects for British Motors.



BEHIND THE WHEEL, Qvale's customers are urged to test performance on a stretch of bad road. Thus prospects get the itch to buy.

"CAR CLUBS," through which British car owners get together for pleasure jaunts and races, are important elements in Qvale's sales promotional program. No selling is done at these events, but they always breed new batches of prospects who later appear at company showrooms.

on the Hairpin Curve

least, where the climate is favorable the year 'round for outdoor fun, the hobby aspects of the sporty little MG's and Jaguars in particular are being sold.

The man who has manipulated this technique with surprising effectiveness, Kjell Qvale, set up the British Motor Car Co. in 1948. He insists, "You don't sell these cars. You let them sell themselves." What he means by letting them sell themselves is to set the prospect at the wheel on an S-curve—or, as the MG sales talk goes, "Give us one bend a minute."

It was that "one bend a minute"

* As this is written, no figures for 1951 yet available.

demonstration of performance that put Qvale in business and that keeps him there—demonstration of performance plus a flair for showmanship. There's another factor too: Qvale's skill in anticipating valid objections to foreign car ownership and meeting them. For example, the parts-and-service handicap. "I'd love to own a Jaguar . . . but what if parts are cut off? How'll I get it serviced when I travel?" are questions that once reflected major bars to sales. Qvale met them before they arose.

When he had a mere handful of models to show he made sure he had more than enough parts and supplies and he set up a service department adequate for any contingency. Today, with a large midtown showroom on Automobile Row, with the first downtown (financial district) motor car sales depot in San Francisco in 20 years, he is reputed to have the most comprehensive service department in the far West and one of the largest stocks of parts for the makes of cars he handles among all dealers in the United States or Canada.

The man who has built his business to leadership in the U. S. imported car business in three years, had practically no assets in the fall of 1947 other than the discharge pay in his pocket and behind him a business course from the University of Washington, plus a brief, youthful and rather unusual flier into salesmanship.

The latter came just before he

was 18 years of age. Son of a sea captain, Qvale in 1938 had shipped as deck hand on a freighter with a visit to Norway, his native land, in view. Americans on the Pacific Coast were becoming keen on winter sports and the young man had an idea. Having learned to make a pair of skis obey him at the age of four and kept up the mastery, he knew a lot about the best equipment for the sport. He arranged with Norwegian ski manufacturers for 90-day credit on goods to be sold in the United States, hurried back to Washington where he quickly sold his stock wholesale to sporting goods stores on 30-day credit, and made a nice profit. Keeping 60 days ahead on finances, he put himself through college on the proceeds, incidentally winning some important skiing trophies in the cultivation of his "business."

Birth of a Business

Nine years later the ex-NATS pilot walked away from the Alameda, Calif. Naval Air Station and with the same verve, self-confidence, and tenuous assets set up a Willys Jeep agency a stone's throw from the station. He became an avid demonstrator of the then brand-new Jeep, made fast sales and took a close, continuing and personal interest in "his" owners that was new in the automobile business. If he hadn't seen a foreign automobile, this undoubtedly would have been a Willys success story, but during that first

Based on an interview

by Elsa Gidlow with

KJELL QVALE

Owner, British Motor Car Co.

year, on a trip to New York City, Qvale saw, handled and was conquered by his first British car. Thereafter he could see no other.

With financing on the indefinite side and bankers, true to type, needing to be shown, Qvale from that moment had no doubt in the world that he could sell British cars to Californians—lots of them. Impractical? Playthings? Mmm. . . . Yes. . . . Grand playthings. What better hobby could you find? Qvale put some in stock. He and his younger brother, Bjarne, started in with more

demonstrating. They promoted road races, frequented car clubs where they existed, or stimulated their formation where they did not and obviously were having such an enjoyable time that people started buying the cars off their backs. ("You don't drive them: you wear them," Qvale would reply, deadpan, to patronizing questioners.) He was quick to see some tempting possibilities.

That they were realized, and rapidly, the record gives evidence. British Motor Car Co., which he set up to sell half a dozen British models,

predominantly at the start MG's and Jaguars, grew apace in successive moves from Alameda to San Bruno to San Francisco and then, in San Francisco, from modest to handsome showrooms and the opening of the second branch across from the Stock Exchange this fall. The floor stock now includes the elite of the car industry: Daimler, Jaguar, Rover, MG and the Silver Dawn Rolls Royce.

Sales figures in that time have come up from 75 cars sold in 1948 to 600 in 1949, 1,500 in 1950 and, at a conservative estimate, 2,200 very likely for 1951. In the higher price bracket, the list price of the cars British Motor Car Co. is now selling ranges from \$5,600 to \$3,369, in the lower bracket, from \$2,685 to \$1,327. British cars sell for the same prices in California as they do in New York. Domestic cars cost about \$100 more in California. At the same time Qvale has been busy setting up a string of independently-owned dealerships throughout Northern California, which his wholesale department serves.

Fans at Play

The "car clubs" mentioned earlier are important in the Qvale promotional picture. Almost any weekend, with a British car for your ticket of admission, you can participate in the activities of one of the numerous car clubs. These may involve trips or tests or races. A half dozen or 50 or 60 owners will get together and match their favorites against one another in a variety of stunts.

You'll find them solemnly setting up a bunch of stakes in a field and taking their midget cars "needle-threading" among them. Or, blindfolded, with a "navigator" beside them giving instructions, dodging obstacles on a track. They'll race up Mount Diablo or some other stretch of hairpin bends. Or put on a race at Pebble Beach or Reno that draws 15 to 25 thousand well-heeled spectators. Among these latter, of course, are a good many prospects for the maneuverable little motor cars who after the event just can't wait to lay hands on one.

But to the naked eye there's no salesman hiding behind the good clean fun. "It's all on a very high plane," remarks J. P. Cahn, wholesale sales manager for British Motor Car Co. in San Francisco. And indeed it is. The potential owner of a British model who has been quietly selling himself during the indirect demonstration of performance, ten to one, will hunt up a salesman.



"This is the size we make for the Growing Greensboro Market!"

THERE IS A SANTA CLAUS for you in the growing Greensboro Market—where 1/6 of North Carolina's 4-million people do 1/5 of the retail buying for the state, to the tune of \$422-million annually! . . . You can wrap up this kind of spending on a year-round basis, when you schedule the 100,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

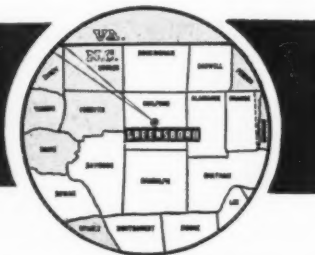
The only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

U. S. Census Figures

**Greensboro
News and Record**

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



But the fact that the prospect will walk into a British Motors showroom and start asking questions about "those little red (or yellow) cars," is testimony to the most effective sort of salesmanship. He has been made to want something sufficiently, or at least become sufficiently curious or interested, to seek out information for himself. That sort of prospect is already half sold.

At British Motor Car Co. they make no excuses for the apparent disadvantages charged by the sales resistant against their wares. Freely, in fact, cheerfully, they admit them. Andy Regalia, retail sales manager, says of their top seller, the MG: "Certainly, it's a tight squeeze for more than two, it's draughty, there's little room for luggage, and it sits so low on the road you stare a Cadillac coming toward you bang in the eye. But just give us our prospect at the wheel and an S-curve. . . ."

"Don't Sell—Let 'Em Buy"

A fancy bit of S-curve on the way to the Oakland airport was Qvale's first demonstration ground. It taught him, if he needed teaching, how a car based on performance appeal should be sold. If as sometimes happened during the first months—there was only one man on the sales floor and a prospect came in, the rule was to lock up and take him out for a spin. A demonstration on the S-curve brought out all the advantages he was selling. It's the logical occasion for talking "points" and that is how all of Qvale's cars have been sold.

Qvale, in fact, is convinced that you don't have to sell the cars he handles: "You let the cars do the selling." Nothing to it. All you do is set the stage. But there's quite a bit to that stage-setting for, as we have said, showmanship has played a considerable part in the Qvale success story. There's a woman in it, too . . . and she's important. Her name is (or was) Kay Currie.

Fresh out of Navy flying, 28 and fancy-free, Qvale, with his future still undecided, put a straight question to a banker of standing: "How did you make all that money?" The banker said, in effect, "Do you want a lot of advice and platitudes or the real secret?" "Why, the real secret," was the natural reply. "Here it is, then," the presumably hard-headed banker came back: "Behind every young man who amounts to something is the right kind of a young woman."


With business only in mind—specifically, a good bookkeeper,

stenographer-receptionist and pinch-hitting salesman—Qvale cast about until he saw the girl he believed had the qualities and qualifications British Motor Car Co. needed. He offered her the job (definitely with a "future") and kept asking until she gave in. In the place he took her from she had fresh roses on her desk every day and soft carpet on the floor. The office he put her in (his first in San Francisco) was bare and spare parts were parked in her desk. "I must have been crazy—or hypnotized," blond, attractive and

capable Kay Currie still marvels. "I don't think I foresaw the 'future' he promised." Neither of them foresaw romance either, but she is now Mrs. Qvale.

Kay Currie became the practical, detail-marshaling office manager. But some of the "stage-setting" we have mentioned originated with her too. And while Qvale was out demonstrating cars she would mull over promotion ideas. One of them was that the Monterey Peninsula and the Pebble Beach crowd in particular offered a fertile field of operation


SAN DIEGO IS BIG



TUNA

A \$60,000,000

SAN DIEGO INDUSTRY



THE MOST
IMPORTANT CORNER
IN THE U.S.A.

SAN DIEGO
CALIFORNIA

San Diego Union
and
EVENING TRIBUNE

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

The Best Way . . . The Only Way to gauge your marketing activities is to **ACT ON FACT**

In your turbulent economy, you must be aware, in detail, of all the factors that affect your business.

Gould, Gleiss & Benn can provide the facts for you to Act on.

Perhaps the answer to your problem is a Store Audit, one of Gould, Gleiss & Benn's many services. A store audit will give you accurate information on:

- Your actual sales—Your competitors' sales
- Your distribution
- Special promotions—yours and your competitors'
- Effectiveness of your store layout

A store audit by Gould, Gleiss and Benn will point the way . . . help you make decisions based on fact . . . enable you to intelligently map your marketing tactics.

Write for your FREE COPY of Gould, Gleiss and Benn's new Bulletin which explains in detail what a Store Audit can do for you.

GOULD, GLEISS & BENN, INC.

CHICAGO
ATLANTA
HOUSTON
WASHINGTON
FORT WAYNE

17 West Ontario, SUperior 7-9168
1734 Candler Building, Main 4673
1213 Capitol Avenue, Preston 8337
412 Albee Building, Republic 2990
1137 Rivermet Avenue, Eastbrook 1309

Marketing Consultants • Market Research • Sales Analysis • Sales Planning

for their selling. "It just looked to me like a prize market," she says.

Acting on the hunch, she took an MG, drove to Monterey, parked at a likely spot outside a market (having spoken nicely to the market operator first about cluttering up his curb) and when the curious gathered, started selling. She had taken orders for three when a police officer came up and said, eyeing her growing audience: "Look, Lady, you can't sell cars on the street. It's against the law."

Not too chagrined, for she had accomplished her purpose, and had the names of quite a few prospects, she asked permission of the market operator to park her car a little longer and told him she was going to the hairdresser's down the street. A woman, who came along and inquired of the grocer the name of the car owner, was directed to Miss Currie at the salon, and, followed her there. Relaxed under the dryer Kay told all she knew about the MG and the inquiring prospect bought the one Kay had driven down.

Each Owner A Salesman

The Monterey Peninsula, with its scenic plentifully S-curving 17-Mile Drive, quickly became a most profitable market for British Motor Car Co. Car clubs sprang up and thrived among the enthusiastic owners. The Pebble Beach set went all out for a new sport. Sports cars were on the way to becoming a fashionable hobby.

When you get a bunch of hobbyists together, you may not need a salesman. British Motor Car Co. has 10 salesmen and, as car owners, they belong to the clubs and participate in the events. But no selling goes on there. "The cars sell themselves, the enthusiastic owners sell one another and their friends," says Cahn. "We've more salesmen than any automobile dealer anywhere. Our owners are our best salesmen." The car clubs, of course, provide the atmosphere. And British Motor Car Co. encourages the car clubs. An illustration will show how this indirect, low-pressure selling works . . . also how Qvale helps his dealers.

Take the case of one of the dealers—up in Ukiah for example. Ukiah is a region with more private airplanes per capita than any other territory in California. Figuring that folk who buy airplanes might casually respond both to the hobby and utility appeal of the British cars, Qvale and his staff encouraged the five people in the region who did have midget cars to form a car club. They had been wanting to anyway.

Call your nearest

SLICK

Airfreight office

Akron
Baltimore
Boston
Burbank
Chicago
Cincinnati
Cleveland
Columbus
Dallas
Dayton
Detroit
Ft. Wayne
Hartford
Houston
Indianapolis
Kansas City
Los Angeles
Newark
New York
Oakland
Philadelphia
Pittsburgh
Portland, Me.
Providence
San Antonio
San Diego
San Francisco
South Bend
St. Louis
Toledo
Washington, D.C.

*Compare
Rates!*



*Compare
Speed!*

Airfreight IS Cheap!

General commodity rates
for 300 lbs. Door-to-Door
New York to Chicago

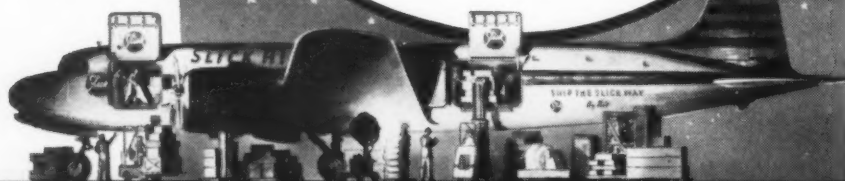
By SLICK \$22⁶⁵

By Air Express . . . \$69.00

By Rail Express . . . \$22.89

Airfreight IS Fast!

Coast-to-Coast in 9 hours
flying time with 300 mph
Douglas DC-6A Airfreighters.
Daily transcontinental flights
in each direction for your
shipping requirements.



Slick airways, inc., Burbank, California

A Scheduled Certificated Airfreight Carrier ★ C. A. A. Approved Aircraft Supply and Service Division

Another club, with a long weekend coming up, (a Salinas group) was open to the suggestion that Ukiah would be a pleasant trip and they might help the Ukiah club initiate its activities.

Everyone pays his own way on these outings, of course, but Qvale and his staff give a lot of help in making connections. A field representative went to Ukiah to arrange for accommodations at reasonable group rates. He alerted the local dealer who arranged for refreshments. They got the Chamber of Commerce in on it and planned a parade of British cars, with the activities set to wind up with a dinner and social evening.

Meanwhile, word went around to other car clubs throughout Northern California. Half a dozen groups decided they would like to join in to help Ukiah initiate its club. It ended up with about 25 cars participating from San Jose, San Francisco, Santa Rosa, Oakland. Ukiah had a big and busy weekend.

One might anticipate that a raft of prospects would be invited by the local dealer and the salesmen set to work on them as interest was aroused. Not so. Nobody came but the club members: existing car owners. But the new club was launched with its parade, events, and fanfare, newspaper publicity and word of mouth. And the next day and thereafter, as anticipated, people started to call the British car dealer's showrooms. From there on the individual demonstration (on S-curves) carried on . . . with subsequent, well-spaced and growing car club events keeping the interest alive.

The basis of the selling, as we have seen, is performance demonstration. It is performance demonstration that has sold nearly all the 5,000 or so cars of British make now on the roads in Northern California. "If we ever start slipping back," says Qvale, "it will be because we've let ourselves forget how essential that is and start selling the way most of the other automobile dealers do—off the floor instead of on the road." But backing up the selling of performance is the reassurance of service.

Although Qvale is sure there are no longer grounds for worry over availability of parts with his large stocks and continual shipments, some prospects still worry about service, particularly when traveling. Qvale has several answers to that.

First, he provides a Traveling Parts Kit and reminds every owner to be sure to come in for it before starting on a long trip. The kit, fitted up with everything the owner

is likely to need, is sold to him before he leaves, brought back on his return, with the owner paying only for parts he may have used.

If, in spite of this precaution, he still gets stuck, there is another service. A collect wire to British Motor Car Co., specifying the nature of the breakdown or the items needed, will bring parts by plane pronto.

For most repairs and service the tool bag and the service manual that go with the cars are all that are needed. Two points that Qvale, his salesmen and his dealers have found particularly telling with prospects are: "Our cars are set up for easier servicing. The service manual is so clear, simple, comprehensive and well-illustrated that any good U. S. mechanic can figure out what to do. You have the tools. When you leave town you can take along a parts kit."

One more argument usually clinches it: American automobile parts and equipment manufacturers are now making supplies for British and other foreign cars. With the exception of a few items, all replacements are available in the U. S.

New Fields to Conquer

By the middle of 1949 Qvale's selling, reinforced by the enthusiasm of his happy owners, had built up a sufficient demand to justify a wholesale department. Thirty dealers in Northern California have been franchised to date. Qvale's field representatives groom them in his method of selling, help them with public relations, supply them with selling aids and cooperate on advertising when advisable.

The hobby and sports appeal of the little cars is not the only one. They are sold—and bought—for utility too. But it has brought their performance—their strongest selling point—dramatically to the fore. British Motor Car Co. expects the number of utility users to grow as the advantages of the small cars become known. But Qvale sees a big enough future in the sporting angle to consider importing French, Italian and other foreign sports models as well.

If he does as well with them as with the British models, he won't do badly. Where, in 1948, a stock of 24 cars on hand represented the prospects for the ensuing two or three months' sales, today Qvale stockpiles 200 units, receives 200 units each month. In other words, he is selling at the rate of about 200 cars a month. And, the curve is moving upward.

**WE TRAINED OUR
MEN NATION-WIDE
...SAVED TIME AND
MONEY WITH
Ampro
Tape Recorder**

**Trainees Learn from
Tape used along with
Charts, Diagrams!**

**Record, Edit
Training Programs!**

**Mail Reels
to Trainees!**

Job Training Directors everywhere hail the new Ampro Tape Recorder as the "most useful business tool since the telephone." Little wonder! No other tape recorder is so simple to operate . . . so light to carry (17 lbs.) . . . gives so many outstanding features at the *world's lowest price!* Record . . . hear it instantly . . . keep or erase the message. And Ampro runs 2 full hours on one 7" reel. Look into this easier, **\$119⁷⁵** low cost way to train your men . . . write now! **COMPLETE**

**Records Anything!
Plays Back
Instantly!**

**Ampro
TAPE RECORDER**



AMPRO CORP. SM-12-51
(A General Precision Equip. Corp.
Subsidiary) 2835 N. Western Ave., Chicago
18, Illinois
Please send me the time-saving, cost-saving
facts on using the Ampro Tape Recorder in
business.

Name.....
Address.....
City.....Zone.....State.....

This is Toledo





... and it's big!

ABC City Zone...

400,909

POPULATION: 1950 CENSUS (FINAL)

Retail Trading Zone...

919,464

POPULATION: 1950 CENSUS (FINAL)

Toledo Blade-Times

Represented by Moloney, Regan & Schmitt, Inc.

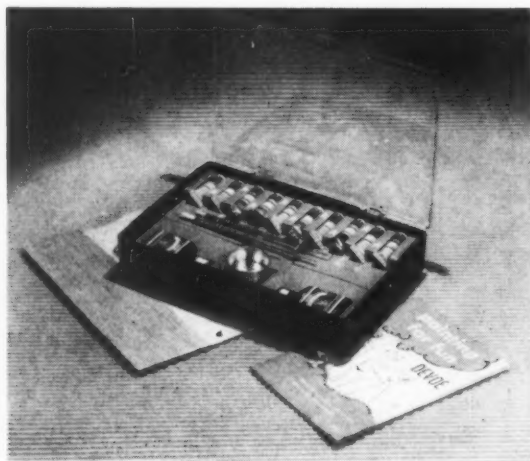
All business is local



QUALITY IN COLOR: Slices of Weber's bread are color-photographed and reproduced with such clarity that slices appear to "burst" from wrapper. A difficult printing technique on waxed paper, it lends visual glamor to package. Created by Waxide Paper Co., Kansas City, and Western Waxed Paper Co., Los Angeles.

Packaging to Sell

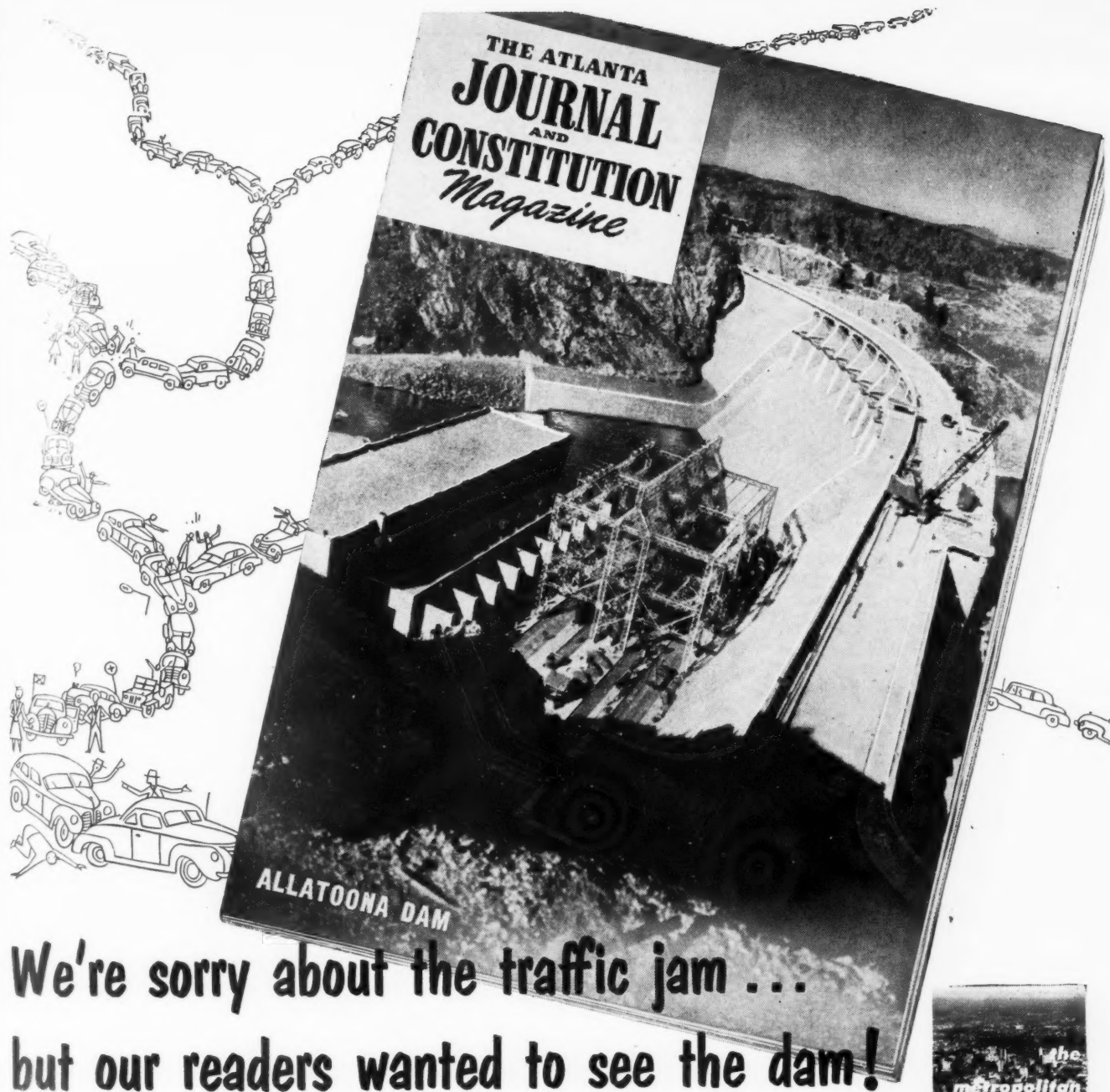
BOX APPEAL: Devoe & Raynolds' artists' oils and brushes, clearly visible in plastic case, are protected from dust when displayed. Metal-hinged, the case can be used for other purposes when contents are removed. No repackaging necessary for mailing. By Tri-State Plastic Co., Henderson, Ky.



SLIP-OVER PAK: W. A. Taylor & Co. dealers slip these candle tubes over bottles not only during Christmas, but for holidays and anniversaries throughout the year. Result: gift packaging at will, and no wrapping-unwrapping problem. "Candle Paks" have window cut-outs for beverage identification.



FULL-VIEW CARTON: You can test the beam of this flashlight without taking it from original package. Olin Industries, Inc., manufacturer, advises keeping carton attached to prevent rattling when carrying light in auto. Displayed in units of three on counters. By National Folding Box Co.



We're sorry about the traffic jam ... but our readers wanted to see the dam!

To the State Highway Patrol, it was the worst traffic jam in the history of U. S. 41. To advertising people, it is a striking example of pulling power.

Here's what happened: Georgians saw their new Allatoona Dam featured in full-color gravure in the Sunday Magazine of the Atlanta Journal-Constitution.

The same day, thousands of them acted on the suggestion that a visit to the dam

site would be a pleasant afternoon drive. The result was a flood of motor cars converging on Allatoona from all directions.

The medium that "sold" Georgians on driving to see Allatoona Dam can sell merchandise for you. Every Sunday this Magazine finds a friendly welcome in nearly half a million homes. You are welcome, too, when you go along.

DO YOU HAVE THIS BOOK?

This 32-page book, in full color gravure, summarizes the striking ten-year growth of Atlanta for advertisers and advertising agencies. If you have not received your copy, there's one waiting for you. Address: The Atlanta Journal and Constitution, Atlanta, Georgia. Or, of course, the nearest Kelly-Smith Office.

Circulation: **457,147**
National Representatives:
Kelly-Smith Company

THE ATLANTA
Journal and Constitution MAGAZINE

Needed: A Depression And A Salesman's Union

A salesman talks frankly about some of the unsound policies and practices that are breeding unionization in sales forces.

There is nothing wrong with salesmen that good management could not cure. True, for the past 10 years those of us in shortage industries have been getting soft, but no more so than the factory or office worker or any business executive.

It would be a terrible price to pay—but I guess what we need is a good depression. Maybe some of our trouble stems from the fact that due to the heavy taxation, many auditors and bookkeepers are getting into the management of companies and it is hurting the sales end of business, since they seem to look only at figures and cannot think of the human angle. With a depression might come more attention to the human side.

Looking back 10 years, I didn't know of a single professional salesman who would have spent five minutes with anyone mentioning "union," but today, if anyone could promise them a bonafide contract that would prevent practices and policies that are widespread today, I don't know a single one who wouldn't sign on the dotted line. I refer to things like:

Case 1. "In 1937 I started in the wire division of a steel company and after six months' training was given a rundown, unprofitable territory at \$150 per month draw, expenses and a small bonus. By 1941 the income was \$5,100 net. During the war, with almost nothing to sell and no basis for bonus, the income dropped to an average of \$3,600. In 1945, as a reward for ability, I was moved to a #1 territory profit-wise, where the pre-war volume was \$500,000. By 1949 my earnings had increased to \$6,100 net, but in view of the volume I did not think that this was enough. When I confronted the sales manager his reply was, 'For as hard as you work to sell these allocations, that's plenty. But we want to be fair. What will it take to keep you?'"

"Considering the increase in living costs, the devalued dollar, some consideration for added responsibility and reward for faithfulness and

honesty in turning down black market offers, I asked for \$9,000 net.

"His answer was, 'Hell, I can get two men for that and I don't need professional salesmen; I can get by with amateur allocators'. . . He was well-fixed—on a profit-sharing plan which gave him several times his pre-war salary. I quit. Now the company is spending \$200,000 through a public relations department to prove that it's a wonderful place to work!"

Case 2. "For 30 years I have worked for the same building products manufacturer until recent years at 5% commission on gross sales, paying my own expenses and a share of convention costs. Over the years I increased my earnings from \$5,000 to about \$19,000 in 1946. When the 1946 figures were released, all of the salesmen were called to the home office for the first sales convention in years and told that since it wasn't necessary to drive around the territory as much as they had previously thought, \$3,000 should cover annual expenses and from now on the top would be \$11,000 gross, meaning \$8,000 net. Six months later, a new vice-president in charge of sales notified us that effective immediately, the top, including both salary and expenses, could not go over \$8,000, and commissions were cut to 2% . . . At the same time an announcement was sent to the trade that due to rising costs there would be no more 2% cash discounts offered. In other

words, they were asking the customers to pay our entire salary." . . .

Case 3. "In January, 1942, the manufacturer with whom I had been for 20 years called us in to the various regional offices to tell us that they were now 100% in the war effort and our services could not be used in a sales capacity; if we cared to, we could apply in the factory of a far city for something in the production field. We would have to move at our own expense and negotiate with the employment manager at the going rate of pay, just the same as a new employe, and with no guarantee that after the war we would belong to the sales department . . . We could have called ourselves victims of circumstances but for the fact that every customer soon got a beautifully phrased letter from management saying how sorry they were that they had to call their mutual friend, the salesman, off the road but not to worry about old Bill as they had offered him a very fine position in the production line where he could put his talents and energies to better use for his country! The letter was so cleverly written that every customer felt that we had been taken care of nicely."

Companies will spend millions of dollars for new machines to increase volume, and for a few dollars let a good producing machine, the salesman, get out of order.

Today good salesmen, like good Americans, are walking around in a daze waiting for leadership. If you want these good men, and want to hold them, look further ahead than today's profits. Get your treasurer, controller and bookkeeper out of sales. Back up your sales manager; give him a shot of confidence so that he can lead his men on the road to excitement and profit. The very best place to get good salesmen is right at home—by developing and keeping the ones you have in the proper frame of mind. Then you don't have to worry about unions or the loss of "The American Way of Life."

Editor's Note

The author of this article is a salesman who works for one of the important companies in the iron and steel industry. Ordinarily we do not publish anonymous articles but in this instance we make an exception because we know the names of all companies referred to and because the author is a man with an excellent record of accomplishment. The cases involve one where he was a direct participant, and the other two concern friends who have furnished him with documentary evidence.

Announcing . . .

A NEW TROUBLE-SHOOTING MARKET RESEARCH SERVICE

DO YOU NEED:

- (1) Information on statistical source material, public and private?
- (2) Informed guidance through the maze of government statistics?
- (3) Back data on economic trends for specific markets?
- (4) Help in setting sales quotas?
- (5) To know the location of good markets (and bad)?
- (6) To know the current volume of business in your industry?

For years, SALES MANAGEMENT, as publishers of the annual *Survey of Buying Power*, has served as the recognized authority for answers to questions such as those posed above, and we shall continue to answer without charge routine questions on the *Survey of Buying Power* through our Librarian and Readers' Service. However, the volume of inquiries of a research nature has become too large to be handled efficiently through these channels alone. Accordingly we have made arrangements with Market Statistics, Inc., headed by Dr. Jay M. Gould, Research Director for the annual *Survey of Buying Power*, to handle questions of SALES MANAGEMENT subscribers involving points of special technical interest. If such questions can be readily answered from data on hand, there will be no charge. For problems involving special research efforts on the part of the staff of Market Statistics, a nominal charge will be quoted, based on the time involved. In addition, Market Statistics, Inc., entrusted with the responsibility of preparing all estimates underlying the SALES MANAGEMENT *Survey of Buying Power*, will make available to SALES MANAGEMENT subscribers, by special appointment, its files of regional statistics, among the most complete in the country.

For further information write or phone Dr. Jay M. Gould at Market Statistics, Inc., 432 4th Avenue, N. Y. 16, MU 4-3559 or SALES MANAGEMENT, LExington 2-1760.



Mail Order result story...

¶ About this time of year when the Christmas Spirit raises its curly head even among statisticians... we like to get away from the sales pitch and run a sentimental story. Look at the letter which ran in the Sunday News of May 6 last.

Dear Sir: I am 6 years old. I have had polio since I was 13 months old. I have to wear a long heavy brace on my right leg and my mother can't give me much exercise because she has five small children to tend.

So I ride my tricycle to and from the mailbox to help exercise my leg and I would be the happiest little boy in the world if I could get some mail. It would be lots of fun to ride to the mailbox then.

So I thought maybe you would publish my letter in your paper and maybe someone would write to me.

You see, sir, I decided to send this letter to New York because my father was once stationed there while in the Navy and he said it was the most wonderful place in the world.

I would be glad of any kind of mail. I know you won't let me down. My address is Dickie Joe Ladner, Route 1, Box 43, Saucier, Miss. The mail carrier knows me real well. Thanks a million.



Dickie gets a kick out of his mail.

¶ Saucier, Miss., pop. 256, is twenty-five miles from the nearest cities, Gulfport and Wiggins.

¶ The Ladners live in a two room farm house on a country hilltop. Nearby is the foundation poured nine years ago, for the dream house they were going to build. That was in 1942, when dreams and houses had to be deferred.

Shortly, twenty-three year old Levin Ladner, Jr. was in the Navy. Part of his hitch was spent as a fireman in the Brooklyn Navy yard, where he came to know New York as liberty town, "the most wonderful place in the world."

Dickie has an eight year old sister, and two sisters and a brother younger than himself. His father's job in the sawmill is not full-time. With five small children, there isn't money enough for a new house—or even treatments for Dickie's leg!

¶ Since one of Dickie's favorite recreations was riding his "trike" to the mailbox each day, his mother thought of

writing the letter to The News... You know how hard it is to get people to write! Have you written Mother lately?

¶ Dickie's letter ran in the Metropolitan edition only, circulation 2,350,000. And for the next two weeks, Dickie was the RFD carrier's best customer... had more than 4,000 pieces of mail—800 in a single day.

Letters came from all over, all kinds of people of all ages, on every kind of stationery. Miss Ward's third graders at Islip, L. I. sent cheerful scribbles. The whole third grade of Our Lady of Good Counsel School in Staten Island, N. Y. became pen pals of Dickie. US soldiers in Germany wrote. For a while, three letters per week came from GIs in Korea.

¶ There was a small mountain of packages... candy, toys, books, wrist watches, even a slide trombone. A telephone operator offered to pay for a call from Dickie to his favorite movie star. On Mother's Day, gifts came for Dickie's mother... It was like a whole lifetime of Christmas squeezed into a single Spring!

For days before Dickie's birthday, parcels poured in marked "Do Not Open Until July 20." The loot included a Hopalong Cassidy suit from California, a set of illustrated encyclopedias, a piano from the "I Am Your Neighbor Club" of Gulfport, Miss., an offer to pay for piano lessons from a News reader in Newark, N. J., a streamlined bicycle with special footguards and pedals to replace his outgrown tricycle.

Dickie's birthday cake was made from ingredients sent by one correspondent; another supplied ice cream, and a third sent a handmade tablecloth from Germany.

¶ But by far the best of Dickie's good fortune was the Policemen's Benevolent Association, of Dover, N. J. which made Dickie its mascot, provided new clothes, and offered him a month's vacation with all expenses paid.

¶ When the New Orleans plane landed at Newark Airport on November 10, seventy-five cameramen and reporters gave Dickie a VIP reception. Harold Erickson, president of the Dover PBA presented him with a policeman's badge.

Every day of his visit was a special event, including appearances on television and radio programs.



Dickie gets VIP treatment at Newark Airport.



Dickie collects letters and packages sent by News readers.

And on November 29, his Dover sponsors brought him over to visit The News and WPIX. Like many another News visitor, Dickie was thrilled to get a still-warm linotype slug bearing his name in type.

The Dover policemen also arranged a consultation for Dickie with Dr. Henry H. Kessler, noted bone specialist.



Dickie learns about the linotype.

and say that funds will be forthcoming for any treatment recommended by Dr. Kessler.

¶ To date, the letters and packages sent to Dickie total 8,500. Dickie's mail has brought a mild celebrity to the Ladners, but no profit. Levin Ladner still has only a part-time job. The \$500 in cash gifts is being saved for Dickie's education. Mrs. Hannah Ladner and her neighbors have acknowledged all the gifts, but not all the letters—can't afford the postage.

¶ As Dickie said, on his visit to The News, "We're poor, but I'm having a wonderful time."

¶ There just are no readers like News readers!

Nothing in their favorite newspaper escapes their eagle eyes, three-line filler or dinky little ad in a local section.

Whether you are a small boy in Mississippi, or a cynical silo manufacturer in Worseoff, Wis., their hearts and purses are wide open if you have something worthwhile. Register with News readers—and you're in, like Roosevelt.

¶ The Sunday News, we modestly admit, is the nearest thing in this country to a national newspaper. Of its more than 4 million circulation, 2,350,000 is within fifty miles of New York; and the other 1,650,000 is USA, with a thin sprinkle over the civilized world.

It is not only New York's preferred Sunday newspaper, but read in 25,000 other cities, big towns to whistlestops.

¶ You national advertisers can cut yourself a market to size... whole thing, or Metropolitan, Country, Manhattan, Brooklyn, Kings, Queens, Queens & Long Island, or Newark sections.

¶ And because the package is so big, the price is low enough to show sales at a profit. Don't take our word for it—ask the big New York stores which spend millions of dollars a year in The News, or the one-inch mail order advertiser.

¶ If you want to sell your products, choose the newspaper that sells more people than any other in this country... And why wait any longer?

THE NEWS, New York's Picture Newspaper

220 East 42nd St., New York... Tribune Tower, Chicago

155 Montgomery St., San Francisco... 1127 Wilshire Blvd., Los Angeles



COMPANION'S GRAVURE PRINTING SETS NEW QUALITY HIGH

C. B. Konselman of A. & M. Karagheusian gets facts on ultra-modern method

COMPANION's 4-color gravure printing is easily the fastest process in the women's service field. It is the most economical, as well! There is no production cost beyond the art work—no plate cost at all—and no charge for bleed! This last point alone means that a full page bleed advertisement adds 27 per cent greater area *at no extra cost!*

C. B. Konselman, Advertising Director of A. & M. Karagheusian, Inc., manufacturers of Gulistan Carpets, is impressed by this time-saving, money-saving story as he listens to COMPANION representative Web Blanchard.

Equally impressive is the fact that COMPANION gravure reproduction is of the highest quality.

With engravers normally requiring three or four weeks to make 4-color plates, the COMPANION prides itself on the following schedule:

Art work—nothing more—received Dec. 1 . . . the advertisement clear, sharp, bright and in the consumer's hands in the Feb. issue on sale Jan. 18!

Woman's Home **COMPANION**

CIRCULATION: MORE THAN 4,000,000

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

239—The Politics—and the How—Of Industrial Publicity, by William K. Harriman. (Price 10c)

238—Where to Find and How to Choose Your Industrial Distributors, by Louis H. Brendel. (Price 10c)

237—Is It Management's Fault That So Many Salesmen Fail? by Robert N. McMurtry. (Price 25c)

236—14 Practical Ways to Help Your Distributors—Now, by Louis H. Brendel. (Price 10c)

235—Salary & Bonus Plans Popular in Drug Field. (Price 5c)

234—How to Head Off Arguments with Prospects, by Dr. Donald A. Laird. (Price 5c)

233—What Women Like and Dislike About Packages Today, by A. R. Hahn. (Price \$1.00)

232—Point-of-Purchase: The Advertising Medium That Clinches the Sale. (Price 75c)

231—Sales Leap 51% When Homasote Offers Incentive for More Calls, by F. Vaux Wilson, Jr. (Price 10c)

230—Eight Types of Sales Prospects . . . and How to Handle Them, by William G. Damroth. (Price 10c)

MISCELLANEOUS REPRINTS

What Type of Woman is Most Likely to Succeed in Direct Selling? by Katherine S. Miller. (Price 25c)

Adventures in Shopping (eleventh and twelfth of a series of articles). (Price 25c)

Adventures in Shopping (ninth and tenth of a series of articles). (Price 25c)

Adventures in Shopping (seventh and eighth of a series of articles). (Price 25c)

Adventures in Shopping (fifth and sixth of a series of articles). (Price 25c)

Adventures in Shopping (third and fourth of a series of articles). (Price 25c)

Adventures in Shopping (first and second of a series of articles). (Price 25c)

DECEMBER 15, 1951

STUDY THIS SUPERIOR MARKET . . . THE TROY, NEW YORK MARKET — CLOSELY!

Point No. 1

Although it ranks 56th in Group 5

(population-wise)

It stands:

15th in Furn.-House, Radio Sales

20th in Food Sales

37th in Total Sales

42nd in Automotive Sales*

Point No. 2

The TROY, NEW YORK MARKET actually belongs in the 100,000-plus population group for it has a CITY ZONE POPULATION (Troy plus Watervliet, Green Island, Cohoes, Waterford and a portion of Latham) of 122,000.

* SALES MANAGEMENT'S
Market Ranking Study

45,696

6-months ending
Sept. 30, 1951

18c

rate per line

96.8%

city zone coverage

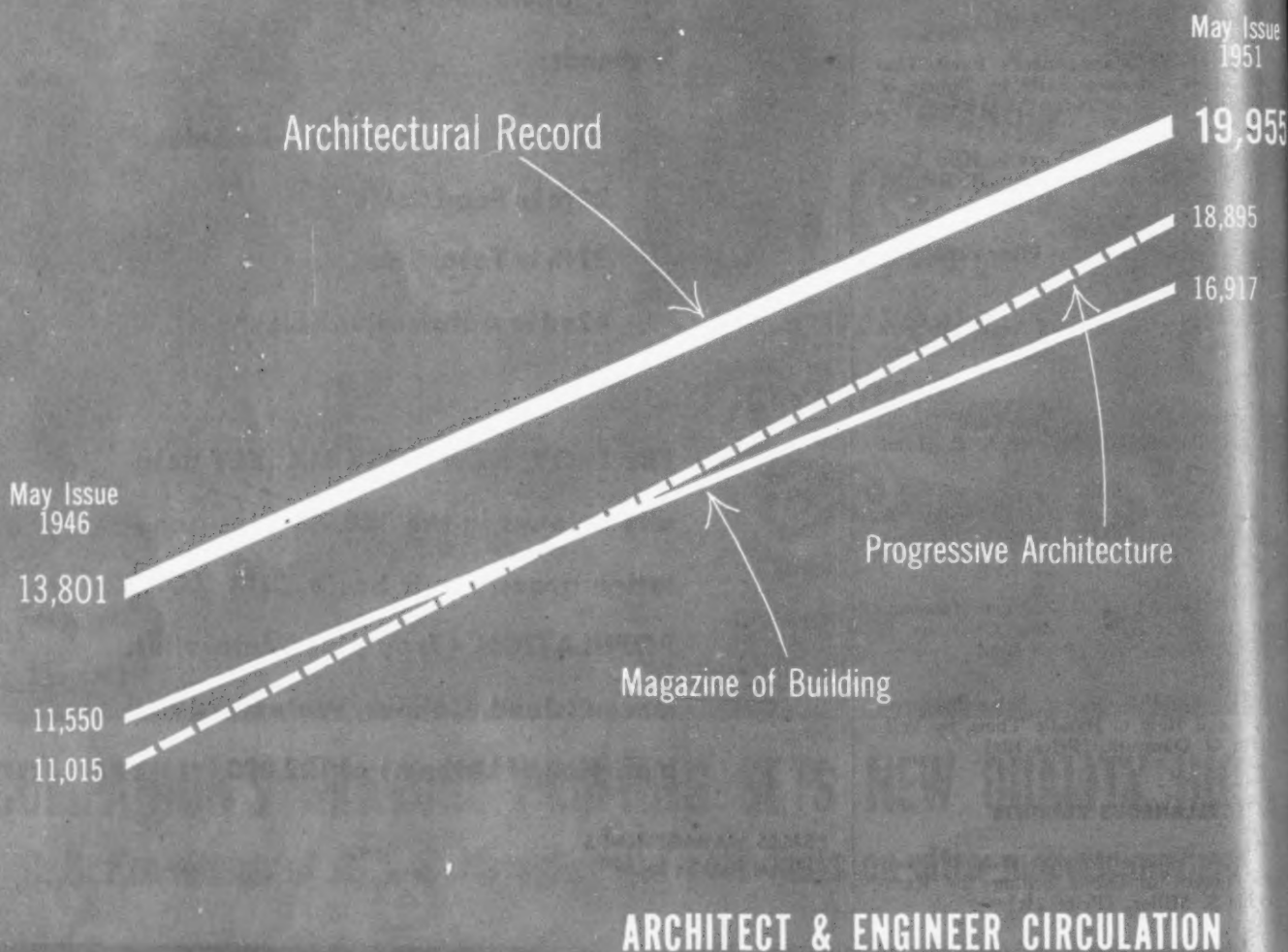
THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

WHAT IS BEHIND . . . t

of readers and advertisers t



1951 is Architectural Record's biggest year yet—in both advertising pages and architect and engineer circulation.

In the first nine months of this year Architectural Record achieved the largest advertising page volume ever carried by any architectural magazine . . . accounted for 40% of the total advertising volume of all national architectural magazines . . . had 20% more advertisers than the second magazine, 69% more than the third . . . and 25% of all advertisers in all national architectural magazines advertised exclusively in Architectural Record.

Behind this advertising leadership is the consistent growth of Architectural Record's architect and engineer circulation.

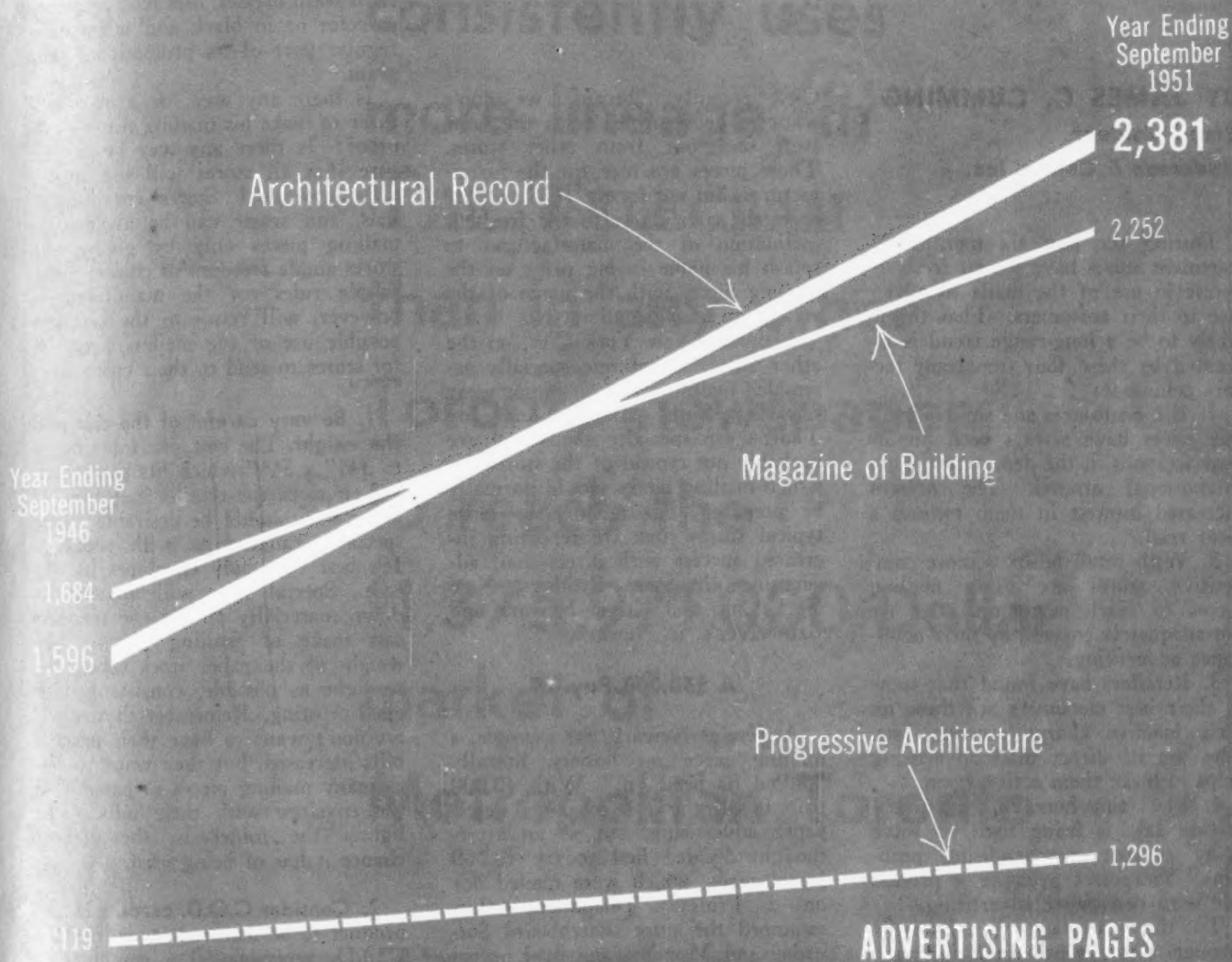
More architects and engineers subscribe to Architectural Record than to any other technical magazine.

The reasons?

Architectural Record is the one national magazine edited specifically for the architects and engineers who control 85% of today's building dollars . . . the one magazine whose editorial content is designed throughout for maximum usefulness to these architects and engineers in terms of the work on their boards as revealed by Dodge Reports.

As a result, architects and engineers have voted Architectural

the steady 5-year trend to Architectural Record



Record their preferred magazine in more than thirty reader preference studies sponsored by advertisers and their agencies.

Architectural Record, with its exclusive access to Dodge Reports is the one magazine that scientifically demonstrates the value of its circulation to advertisers in terms of building planning and specifying activity—regionally, nationally, and by types of buildings.

And here's a final fact of utmost importance to advertisers: *Architectural Record delivers the largest audience of architects and engineers at the lowest cost per page per thousand.*

Architectural Record

F.W. DODGE
CORPORATION
F. W. Dodge
Corporation
119 West 40th St.
New York 18,
N. Y.

for sixty years
the workbook
of the active
architect and
engineer

What Retailers Want In Your Bill Stuffers

Mr. Cumming spells out the four reasons why manufacturers' promotional pieces are winning favor and outlines 10 rules for designing mailers stores will like and use.

BY JAMES C. CUMMING
Vice-President
Anderson & Cairns, Inc.

During the past six months department stores have shown fresh interest in use of the mails to advertise to their customers. That this is likely to be a long-range trend is indicated by these four important factors behind it:

1. Bill enclosures and similar mailing pieces have always been important weapons in the department store promotional arsenal. The present increased interest in them follows a clear trail.

2. With retail business more competitive, stores are using mailing pieces to reach customers who are not adequately covered by their newspaper advertising.

3. Retailers have found that some of their best customers are those on their inactive charge account lists. The use of direct mail advertising helps to make them active again.

4. The time-honored, age-tested private sale is being used to solve many current merchandising problems. You can't promote a private sale with newspaper advertising.

To the manufacturer who sells through department stores and specialty stores, this means that it's time to take a fresh look at the mailing pieces offered retailers. If none are offered, why aren't they? What proportion of present mailing pieces for retail distribution goes to waste? How can this waste be prevented? What types of mailing pieces do stores want manufacturers to give them?

That there is great waste among manufacturer-prepared mailing pieces is evident from the remarks of some leading retailers about them.

"We seldom use a manufacturer's mailing piece," said the advertising manager of Jay Thorpe, New York

City, recently, "because we don't want to be identified with the same stuff sent out from other stores. Those pieces are nice for the manufacturer, but not for the retailer." He objected particularly to the frequent inclination of the manufacturer to splash his name in big print on the mailing piece, with the name of the retailer in much smaller type.

Milgrim, New York City, on the other hand, found one specially assembled mailing piece on junior wear suitable. Both Milgrim and Jay Thorpe are specialty shops and are probably not typical of the stores for which mailing pieces would normally be prepared, but among the more typical stores that are reporting increased success with direct mail advertising are Stern Brothers, New York City, and Kresge-Newark and Bamberger's, in Newark.

A \$50,000 Pay-off

At Kresge-Newark, for example, a mailing piece on hosiery literally "pulled its head off." With 40,000 pairs to sell, the store scheduled newspaper advertising, but as an afterthought decided first to try 40,000 postal cards, which were mailed out on a Friday. Telephone orders swamped the store switchboard Saturday and Monday, and mail orders came in so fast that by Monday the newspaper advertising was canceled. By spending in the neighborhood of \$500 the store sold not only the original 40,000 pairs but an additional 10,000 for a total of \$50,000. And remember that postal card mailings will still be cheap even after the rate goes to two cents.

This does not mean that mail advertising can take the place of newspaper advertising. One advertising manager estimated that it costs three to four times as much to reach customers through the mail as through newspapers. What it does mean is that direct mail has a particular ad-

vantage in pinpointing promotions to a special list. And it means that more and more alert manufacturers will be offering mailing pieces to stores as part of their retail promotional packages.

Arranbee Dolls recently offered its retailers a three-page imprint folder for Christmas distribution. It was snapped up avidly by more than 70 stores. Many more would have used it if more time had been allowed for stores to fit it into their plans. Paint-set Fashions, New York manufacturer of wash dresses, uses mailing pieces in color or in black and white as a regular part of its promotional program.

Is there any way for a manufacturer to make his mailing pieces fool-proof? Is there any way he can be sure that all stores will use them? Of course not! Stores are individuals, and waste can be avoided in mailing pieces only by giving the stores ample freedom of choice. Some simple rules for the manufacturer, however, will result in the broadest possible use of the mailers prepared for stores to send to their customers:

1. Be very careful of the size and the weight. The best size folds down to $3\frac{3}{8}'' \times 5\frac{1}{2}''$ which fits any standard envelope the retailer may use. If other sizes should be desirable, make special arrangements with retailers. It's best to supply envelopes in this case. Special sizes will always cut down materially on the use retailers can make of mailing pieces. The weight of the paper stock should be as light as possible, consistent with good printing. Remember that retailers don't want to have their postage bills increased, but they want to put as many mailing pieces as possible in the envelope with their bills. The lighter the folder is, the greater chance it has of being used.

2. Consider C.O.D. cards. If the product to be featured lends itself to C.O.D. reply cards, a combination advertisement and order blank will be very productive. Reefer-Galler does a very effective job with such cards for promoting their No-Moth products.

3. Use color on mailers. Since large quantities will be run, even four-color jobs will cost very little extra. On the other hand, stores seldom can afford color in the mailings they prepare for themselves. However, be sure that the color on the mailing piece approximates the color of the merchandise and that only best-selling numbers are illustrated so that retailers will be sure to have them in

**Canada's largest
Department Store
consistently uses
more lineage* in
THE TELEGRAM
than in any other
Toronto newspaper
to reach the
\$1,375,971,000 Dollar
market of
Metropolitan Toronto**

THE TELEGRAM

TORONTO 1, ONTARIO

HAMILTON—6 Hughson St. S. MONTREAL—W. E. Browning, Dominion Square Bldg.

UNITED KINGDOM—S. McIlwaine, 17 Fleet St., London, Eng.

EASTERN U. S.—O'Mara & Ormsbee Inc. Graybar Bldg., 420 Lexington Ave., N. York

WESTERN U. S.—John E. Lutz Co., 435 N. Michigan Ave., Chicago

*** MEDIA RECORDS 1951**

THE MODERN BLACKBOARD



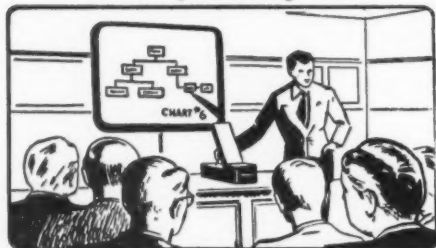
Screen Scriber!

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times... uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

For
Teachers
Lecturers
Demonstrators
Training
Instructors

Portable
lightweight
(only 7 lbs.)
Easy to use

For use in Schools, Churches, Offices, Clubs,
Homes, Hospitals, Training Centers



THE SPEAKER always FACES THE AUDIENCE

The price of Screen Scriber is \$61.00. For more complete details, illustrated folder and name of nearest dealer, write to Dept. 42.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA



**Don't Let The Magical
"50,000 POPULATION" LIMIT
STOP YOU**

... from reaching over 130,000 consumers
in the rich Pantagraph Market.

**7th LARGEST RETAIL SALES
MARKET IN ILLINOIS**

\$130,849,800*

• The Pantagraph has the second largest circulation among 74 evening newspapers in Illinois.*

• The Pantagraph Market is the 2nd largest in "downstate" Illinois covered by one newspaper.*

*Copyright 1950. Sales Management Survey of Buying Power; further reproduction not licensed. Chicago excluded in all comparisons.

The Pantagraph
You're Market-Wise
when you advertise in...
BLOOMINGTON, ILLINOIS
Central Illinois' Home Newspaper Since 1846

Represented by Gilman, Nicoll & Ruthman

stock. This will help to avoid many returns and complaints to retailers.

4. Always imprint mailers with the store name. Be careful about this, so that it looks as though the store designed the mailing piece. Be sure of the spelling of the name, the form in which the store generally presents its own address, and whether a logotype of the name should be used.

5. Don't give mailers away. There should be a charge for mailing pieces—at least \$2 a thousand. Some manufacturers charge more, and there are even cases where the retailers are persuaded to stand the entire cost of the mailing piece. The important thing about charging is that it forces the buyer to get an okay from his merchandise manager, or from the advertising department, so that waste is cut to a minimum.

6. Sell from a pilot run. It's difficult for salesmen to get orders for mailing pieces if they have nothing but layouts to show buyers. The best plan is actually to print an advance run of between one and five thousand folders. Salesmen can use these to get orders. Set up a firm closing date that will allow ample time for printing and delivery to the stores. Go to press as soon as possible after that closing date with the final order, including all store imprints.

7. Include an order blank. This seems obvious but we have seen mailing pieces that omitted this practically essential element. If the mailer is a folder the order blank should occupy a full page. Space should be provided for quantities, sizes, first and second choices of colors, style, the name and address of the customer and whether the order is charge, C.O.D. or check enclosed. In these days of sales tax it is wise also to include the line: "Add local sales tax where it applies."

8. Don't offer mailing pieces for limited time—special price promotions. Most stores today with modern billing systems use cycle billing. That means the bills go out all through the month and mailers will go with them. Job lots can't be promoted that way.

9. Plan in advance. The closing date we have already mentioned should allow time to get the mailing pieces to the stores a month before they will be used. Otherwise, someone else may get the date that has been reserved for your mailing. A mailing piece should be started six to

12 months ahead of the time the store will send it out.

10. Stunt mailing pieces have their place... but be careful. A shoe manufacturer with a comfort shoe once offered retailers a stunt mailing to local doctors. It was a good idea. The message, over the store's signature, was rolled up in a plastic test tube which was packed in a box which the retailer received all addressed and ready to mail. The stores liked the idea and went for it in a big way, but the promotion was a complete flop. It was too tricky. Therefore, unless you are absolutely sure of your ground it is best to stick to tested though possibly more prosaic types of mailing pieces.

You're missing an important bet right now if you are not taking advantage of those excellent customer lists the retailers have by giving the stores the right kind of mailing pieces on your merchandise. Now, more than ever, they'll use them.

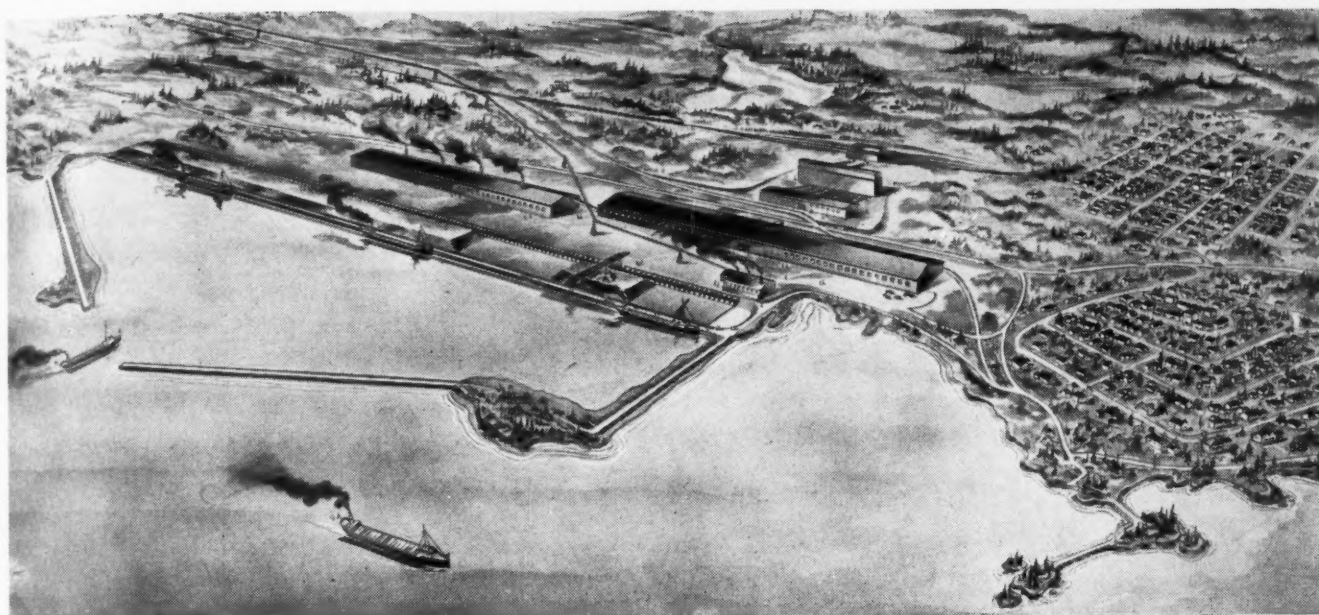
COMING SOON

How Johnson & Johnson De-
veloped a Smash-Hit Retail
Training Plan

What's Ahead for 1952?
....a forecast by Burton
Bigelow

Eight Tested Ways to Close
a Sale

How to Read a Speech



This new Taconite processing plant with railroad and harbor facilities is located on Lake Superior. The "new city" of Beaver Bay is shown on the right. This is but one of the Taconite plants and building developments in the area under construction at the present time.

A BILLION DOLLAR *New* FRONTIER IS OPENED on the Iron Ranges of Northern Minnesota

More than Four Hundred Million Dollars in capital investment alone is being spent to produce "Pellets of *Taconite." In addition to capital investments, millions of dollars more will be spent in payrolls, (Taconite mining and processing requires more manpower as approximately four tons of rock are required to produce one ton of concentrate) materials and supplies.

Taconite promises to be America's newest . . . and probably richest . . . treasure! There are billions of tons of Taconite in untouched reserves in Northern Minnesota.

To wrest this treasure from the earth, thousands of men and giant machines are needed. An entirely new railroad stretches north from Lake Superior, through pine covered hills. Giant bulldozers

are moving mountains of earth to provide building sites for whole cities—cities of new homes, new churches, new schools and new shops to provide American comfort for men and their families.

Everywhere an air of expectancy . . . of anticipation . . . no longer is heard the story of depleted iron reserves with its pessimistic overtone. There is confidence, too, in the future, because more iron ore has been found for the hungry blast furnaces of the nation.

**Taconite is low grade iron ore whose iron content runs 30% or less. High grade ores run more than 50% iron. The presence of iron in Taconite rock, of which there is an unlimited supply in Northern Minnesota, has been known for many years but a practical method of extracting the iron content is a recent development.*

Duluth Herald & News-Tribune

A RIDDER NEWSPAPER—PUBLISHERS SINCE 1880

80,524 DAILY

70,375 SUNDAY

RIDDER-JOHNS, INC., General Advertising Representatives—New York • Chicago • Detroit • St. Paul • Minneapolis

RADIO STATION **WDSM** (5,000 watts—710 K. C.), An Affiliate, Serves the "Top of the Nation."



THESE ARE... SEPARATE SECONDARIES

Yes — we work from the inside and saturate our markets of "Home-town" folks who react to their own local papers. You can't GET IN — you have to start INSIDE and work out . . . and, man, how "we" work!

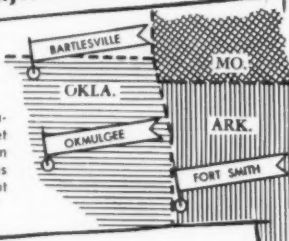
FORT SMITH ARKANSAS

There are nearly a HALF - MILLION people in the Fort Smith market composed of 10 Western Arkansas counties and 4 East-Central Oklahoma counties. Circulation from the OUTSIDE is nil — our papers, published morning, evening and Sunday, work from the inside and penetrate the entire area. 35048 ABC

Southwest American
FORT SMITH TIMES RECORD
Southwest Times Record

WE GET TIE-IN's

Give us an assignment — we'll get your product on the dealers shelves and move it right out with tie-in's!



BARTLESVILLE OKLAHOMA

The Bartlesville Trading Zone is composed of nearly 200,000 people. Effective family buying income is greatest of all Oklahoma secondary markets. 8809 ABC

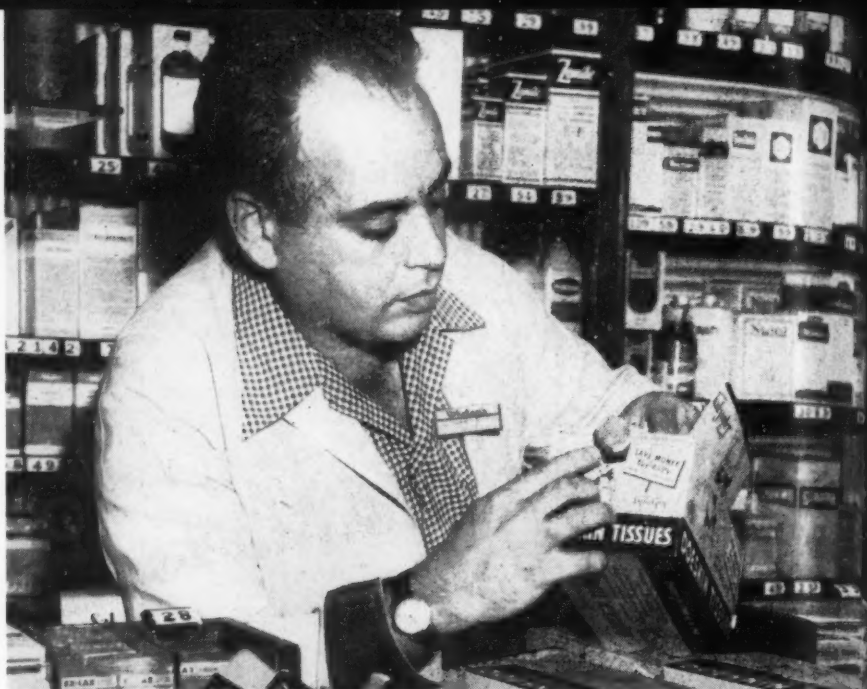
Bartlesville
EXAMINER-ENTERPRISE

OKMULGEE OKLAHOMA

The Okmulgee Trade Area is composed of over 250,000 people. Industry, oil and agriculture go to make up a market of folks who spend money. 7008 ABC

Okmulgee Daily Times

Owned & Operated by
SOUTHWESTERN PUBLISHING CO.
Don W. Reynolds, President
Represented Nationally by —
ARKANSAS DAILIES
SOUTHWEST DAILIES



HIDDEN MIKE: Allen Funt, originator of "The Candid Camera" T-V program, shows how tissue box concealed microphone to record customer reaction as . . .



. . . they were secretly filmed by camera hidden behind one-way mirror. Bristol-Myers Co. produced . . .

. . . film to show retail and wholesale druggists how customers like this react to sales-talk psychology.





Candid Camera Makes Training Film For Bristol-Myers

Is the retail drug clerk a skilled sales technician, or merely a disinterested automaton unaware of the power of suggestion, or unaware that his ability to "trade-up" customers makes the difference, in many drug stores, between profit and loss at year's end?

Bristol-Myers Co., New York City, felt it ought to have a candid look-see at the selling methods of "typical" drug store clerks in "typical" neighborhood stores to judge the success or failure of over-the-counter merchandising by customer reaction. The firm engaged Allen Funt, originator of "The Candid Microphone" and "The Candid Camera" programs, to hide his equipment in more than 40 drug stores and aim it at point-of-purchase.

Sells With Double-Talk

After 43 shooting days, with Mr. Funt acting as clerk to manipulate the buying personalities of hundreds of customers, there was enough footage to yield eight hours of film. Bristol-Myers then selected the best scenes, put together a 25-minute film titled "The Candid Camera in the Drug Store." The scenes were completely unrehearsed and the customers had no idea they were being photographed or their remarks recorded.

Highlight of the film comes when a double-talk artist, acting as clerk and mumbling in double-jointed syllables, pretends to explain the virtues of a certain headache tablet. The customer, unable to comprehend what is being said, remarks, "Give me a package. I'll try it." Said another customer: "I'll trade in the store having the best products, regardless of price."

A true slice of life as retail druggists know it, the film will soon be made available for showing before retail and wholesale drug groups in the independent and chain field.

SPACE FOR YOUR

SELLING
MESSAGE
IS
NOW
AVAILABLE
IN THE

Color Comic Section

OF THE

SYRACUSE HERALD - AMERICAN

where high reader traffic

assures **MAXIMUM
EFFECTIVENESS**



ALL BUSINESS
IS LOCAL!

The SYRACUSE Newspapers

HERALD JOURNAL - POST STANDARD

(Evening)

(Morning)

HERALD-AMERICAN POST-STANDARD

(Sunday)

(Sunday)

GENERAL ADVERTISING REPRESENTATIVES

MOLONEY, REGAN & SCHMITT



Herald-American

Syracuse 1, N. Y.

Member: N.A.E.A.; Bureau of Advertising, A.N.P.A.
Herald-Journal, American: Publisher, E. A. O'Hara—
Adv. Dir., C. S. Hurley.

REPRESENTATIVE:

Moloney, Regan & Schmitt, Incorporated.

SUNDAY COMIC SECTION

COMMISSION AND CASH DISCOUNT

15% to agencies; 2% 15th following month.

ADVERTISING RATES

Effective April 1, 1951. (Card No. 26-A.)

GENERAL

Rates below apply when sold independently of Puck
—The Comic Weekly.

• COLOR RATES (Four Colors)

| | |
|-----------------------------------|----------|
| 1 page (280 lines by 7 columns) | 1,200.00 |
| 2/3 page (186 lines by 7 columns) | 830.00 |
| 1/2 page (140 lines by 7 columns) | 650.00 |
| 1/3 page (93 lines by 7 columns) | 500.00 |

STRIPS

Black and White or Four Color:

| | |
|-----------------------|--------|
| 7 columns by 21 lines | 125.00 |
| 7 columns by 14 lines | 85.00 |

DISCOUNTS

| | | | |
|----------------|----|------------------|-----|
| 6 to 13 times | 3% | 39 to 51 times | 7% |
| 14 to 26 times | 4% | 52 or more times | 10% |
| 26 to 38 times | 5% | | |

CLOSING TIME

4 weeks before publication.

MECHANICAL REQUIREMENTS

Advertiser to furnish mats or plates and proofs.
Printed by Greater Buffalo Press, Buffalo, N. Y.
Page size 13 1/2" wide by 280 lines deep. 7 cols. to
page, 1,906 lines to page.

CIRCULATION

Net Paid—ABC 3-31-51
Total 222,892.

3RD IN AMERICA



THE LOS ANGELES MARKET—The area designated by the U. S. Bureau of the Census as the Los Angeles metropolitan area—is America's third largest market in every feature bearing on advertising and sales results.

RETAIL SALES—With a total approaching 5 billion dollars annually in retail sales, the Los Angeles market is third in America in this important category.

AUTOMOTIVE STORE SALES—Motor car travel being the major mode of transportation in the area, Los Angeles rates second in the nation in this classification, with sales over a billion dollars yearly.

POPULATION—Only the New York and Chicago metropolitan areas surpass the Los Angeles market's 4,434,300 people.

BUYING INCOME—With a total net effective buying income exceeding 7¼ billion dollars, the Los Angeles market ranks third in the nation.

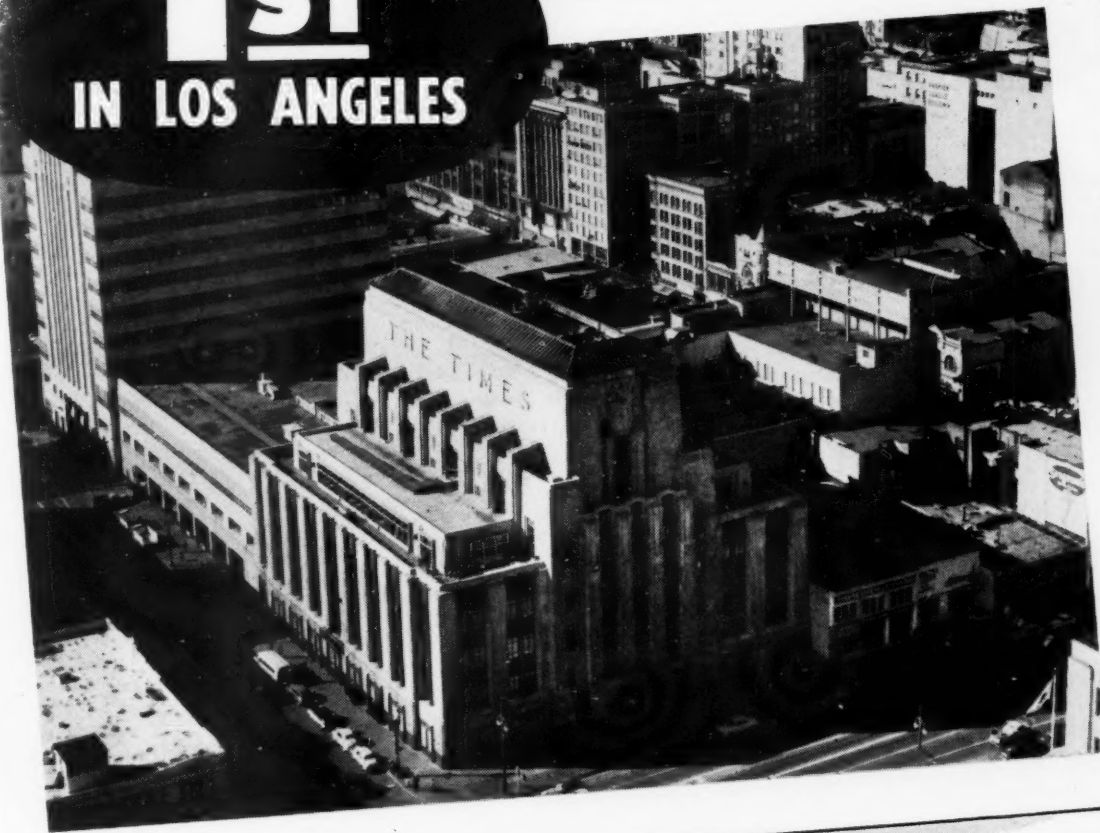
FOOD AND DRUG STORE SALES—The Los Angeles market easily maintains its ranking of third in America both in food and drug store sales . . . over \$1,000,000,000 in food and over \$155,000,000 in drug store sales.

Source: Sales Management's 1951 Survey of Buying Power

Third in America . . .

LOS ANGELES

**1ST
IN LOS ANGELES**



THE LOS ANGELES TIMES is first in its field in Total Advertising, Total General, Retail, Display and Classified advertising—in 86 out of the 113 Classifications listed by Media Records. The Times also is first in Los Angeles in Daily and Home-Delivered circulation.

TOTAL ADVERTISING—For the first three-quarters of 1951, The Times published 30,742,902 lines of advertising. This is 50.6% MORE than the second paper.

DEPARTMENT STORES—The Times published more than twice as much (116.2%) department store advertising as any other Los Angeles metropolitan newspaper.

FOOD ADVERTISING—In Retail Grocery and General Food advertising, the Los Angeles Times led its closest competitor by more than 60%.

HOME-DELIVERED CIRCULATION—More than 3 out of 4 readers who take the Daily Times, take it by home-delivery. The Times is first in America among all morning newspapers in home-delivered circulation. The Times also leads its field in total Daily circulation.

Source: Media Records for first three-quarters of 1951. This Week and American Weekly lineage excluded.

First in Los Angeles...

TIMES

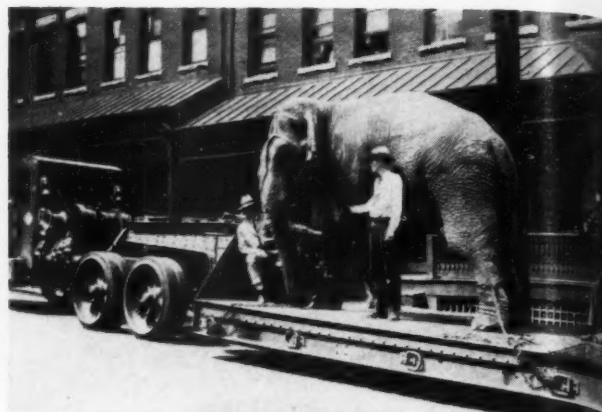
REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO

DECEMBER 15, 1951

Every Prospect Is a Different—and Specialized—Se



FOR EXAMPLE . . . it might be a problem in moving statuary . . .



. . . or transporting live animals for a circus . . .



THEN AGAIN . . . It might be delivery service for organs . . .



. . . or movement of cumbersome structural steel . . .

Tailored-to-Market Methods Build Colossus of Roads

By making products and promotion fit the widely-varying needs of all industries, and helping them all to expand, Fruehauf builds \$160 million annual trailer sales volume.

Ahead of the truck came the trailer. Two years before the first motor truck took to the road—for our Army in World War I—the new Fruehauf Trailer Co. of Detroit had sold the first trailer to a lumber business, which harnessed it to a Model T coupe.

This original trailer was developed by August Fruehauf, blacksmith and wagonmaker. But his oldest son Harvey saw wider possibilities. It was Harvey who persuaded

his dad to run a \$50 advertisement, in *American Lumberman*.

By such devices the company sold, in 1915, some \$22,000 of the new contraptions. By 1920, when the company moved to its present headquarters out on Harper Avenue, business paper advertising had helped to push the volume to \$700,000, on the slogan: "A horse can pull more than he can carry—so can a motor truck."

Already various vested interests were getting riled. The horses, of

course, would rather tote than be turned into fertilizer. The truck makers didn't, and don't, like the claim that, even under state restrictions on trailer sizes and weights, a truck with a trailer can haul three times as much.

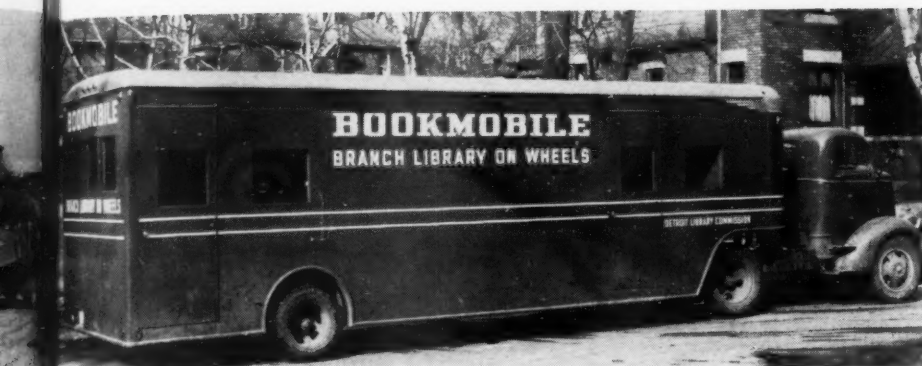
And the railroads have been charged with inspiring much legislation and propaganda to "control" truck-trailers.

Gradually, haulers learned that motorized transport is more flexible and for many purposes more economical. It can go anywhere there's a road and some places where there isn't. And while the railroads still rail, truck-trailers now haul more of more things, for more industries and businesses, to more places—including 25,000 villages and towns in this country which aren't even reached

d- Selling Problem for Fruehauf:



... or moving meat from packing house to market.



... or practical housing for a "store" on wheels.

by a single railroad line.

Today, August's three sons, Harvey, Harry and Roy, have the help of 8,500 employees, including 450 salesmen, in turning out from seven factories and selling through 87 factory branches trailers and trappings to the tune of \$160 million a year.

They tailor trailers for industries ranging from furniture to frozen foods, from milk to machinery, acids to automobiles, livestock to lumber. And because the needs for trailers in defense are just as great and varied, Fruehauf is now digging in on a \$50 million backlog of orders from Uncle Sam.

The business is still predominantly domestic. But the foreign part of it, from Canada to Brazil to France, is gaining momentum.

Fruehauf Trailer Co. is still owned mostly by Fruehaufs. But since 1918 some of it has been acquired by others. The present 8,000 shareholders own an outfit with \$100 million assets and \$52.4 million net worth, which has paid dividends every year since 1921.

The fact that Fruehauf now faces

150 rival trailer makers causes them little concern: Their company still sells more than one-third of the dollar volume of the industry. As long as it continues to pioneer—in products and promotion, in selling and service, and in educating all America on motorized transport—Fruehauf will keep on rolling along. And in "kid brother" Roy, now 43, who two years ago succeeded Harvey as president, they have a leader able to take the wheel.

In these two years—despite shortages and cutbacks and new taxes—volume has doubled and profits quadrupled. But from 1950's record \$132 million, cutbacks will hold 1951 sales gain to a modest 20%. Effects of military orders haven't yet been felt.

Yet, Fruehauf goes on organizing to build the \$300 million and the \$500 million business of tomorrow. Roy sees "enormous potentials."

As compared with 8.5 million trucks now on U. S. roads, there are only 500,000 trailers. But with the help of trailers, 15% of the trucks already haul 85% of the tonnage. While getting more truck operators

to "graduate to trailers," Fruehauf is making the graduation more worth while in trailer capacity, strength and efficiency. It has introduced stainless steel bodies and nailable steel floors; new light metals such as aluminum and magnesium, and new light truck bodies. When conditions permit it will make smaller trailers for lighter-weight trucks.

Fruehauf's own organization handles sales, service and, when necessary, purchase-financing direct with customers. Most of the customers are little businesses: even among the common and contract carriers 85% of the trucks and trailers are in fleets of less than eight units. Under a new regional-divisional and an expanded branch set-up, and more thorough training of sales and service people, the company is prepared to do more, for more customers, than ever before.

Advertising and sales promotion have been expanded both "horizontally," to reach more professional haulers and more industries, and "vertically" into specific industries, through business papers. Through newspapers, direct mail and point of purchase it is being localized.

Through research, advertising and public relations, Fruehauf has stepped up its fight for better motor transport service to the U. S.

In the process it would win over the millions of motorists, who now think they spend their lives being slowly saturated in carbon monoxide, behind truck-trailers; the motorists and state officials and others who are sure these big jobs are "ruining" our highways, and perhaps even the railroads who complain that they don't pay for their rights of way.

The last group has been "won," at least to the extent that major railroads, such as Santa Fe, Burlington, Union Pacific have gone ahead and built extensive truck-trailer systems. From Fruehauf several railroads now buy more than \$1 million of trailers annually. And this year Pullman-Standard Car Manufacturing Co., bought control of Trailmobile, second largest trailer-maker.

Roy says "there's room for both of us. The railroads are concentrating on the big volume and heavy stuff, which they haul best."

But steadily the list of rail "bests" dwindles. . . . Robert R. Young's coast-to-coast "hog" by rail was even then just a symbol. Farmers find less shrinkage of livestock hauled overnight to nearest packing centers in

BY
LAWRENCE M. HUGHES



TRAINING AT FRUEHAUF centers in the Fruehauf Technical Institute. Top executives of the company serve as instructors. Addressing this group is L. C. Allman, of Fruehauf's ad agency.



HIDDEN STRUCTURAL FEATURES, values invisible to the casual eye, are explained by Fruehauf engineers to the men who represent Fruehauf in the field. Question sessions aid full understanding.

trailers. John Deere now uses them to ship more than half of its heavy farm tractors. Sears, Roebuck delivers mail orders by trailer. . . . And although railroads kick about "front-end losses," they're hardly happy that railway mail service may be on the way out. In the last six months the Post Office Department has let 117 long distance contracts for carrying bag mail in truck-trailers.

On top of all this the truck-trailer people have current reason to warn of rail concentration and inflexibility: Trailers are "our only hope if our towns and cities are bombed."

Incidentally, Fruehauf suggests a six-point program to make motorized transport even more flexible, economical and effective:

"1. More exits and entrances to cities to break traffic bottlenecks," and better terminal facilities;

"2. Scientific design of roads," with stronger bridges;

"3. Road tests that will *prove* something;

"4. Better maintenance of roads;

"5. Higher salaries for highway engineers," and

6. Ending diversion to other purposes of funds collected from highway users.

The Fruehaufs realize that today's 50 million motor vehicles must plod along on streets and highways largely designed in 1930, when only half as many vehicles could go only a fraction as far and as fast. But even now the 50 million average out to only 15 cars for each of the nation's 3.5 million road miles. And there's only one trailer for every 100 vehicles.

As for wearing out the highways, the Fruehaufs believe weight and bulk are less responsible than bad construction and maintenance and

weak subsurface. Then they ask: Which causes more wear—one vehicle hauling 20 tons or 20 hauling one ton each?

Meanwhile, truck and trailer operators pay one-third of all state taxes and fees intended to maintain and build highways, and they and other motorists are still being "robbed" by diversion of \$200 million of it.

State Laws Vary Widely

Inadequate highways and the exercise of "states' rights" in restricting trailer sizes and weights thus help to boost the cost of everything everyone buys. (If interested, the Truck-Trailer Manufacturers Association, National Press Building, Washington 4, D. C., can show you a few million possible permutations and combinations!) Generally, height and width limits are 12½ and 8 feet. But 12 states, mostly in the Far West, let you go higher. In Arizona, Connecticut and Rhode Island you may go wider. Under special conditions, six others and D. C., permit more width. All states finally have got around to at least 35-foot length. Thirteen have put their limits from 36 to 45 feet. In Vermont you can have 50 and in Maryland 55.

In the matter of weights, the rules start getting complicated. One example: On the big combination jobs the range runs from 35,000 pounds or 17½ tons in Virginia to 110,000 pounds or 55 tons in Michigan—and on this one type alone there are 25 different state limits which interstate haulers somehow must meet. . . .

Against such obstacles the Fruehaufs have forged steadily ahead. "The Governor," as August Fruehauf was called, wanted Harvey to

become a good mechanic. But although Harvey quit school at 13, he studied accounting and business law at night. Leaving a \$100-a-month accounting job, at 21, he went back to work with his father at \$7 a week. When the new trailers became a by-product of blacksmithing, he persuaded his father that he could be most useful in getting them built and sold.

The second brother, Harry, has been concerned mainly with production.

Roy was only six when the first trailer was built. He was still a stocky teen-ager when he learned to drive one. The Governor forbade him driving outside the "yard." But when prospects pondered the problem of driving and parking, Papa had young Roy pile into the cab to show them "how easy."

When Roy joined the company full time in 1928, sales under Harvey had climbed to \$2.8 million. For several months each, Roy worked in the service department, in "parts," the machine shop and engineering before, in 1930, Harvey sent him to Chicago as a \$100-a-month junior salesman.

He started during the depression. Most hauling then was still by horse and wagon. The few motorized trucks were run mainly by owner-drivers, and the roads, or lack of them, reduced their radius to about 100 miles from Chicago.

Trucking has never been a pink-tea sort of trade. The 22-year-old junior salesman (who weighs 190 and looks like a fullback) would drive a truck-trailer to the dock area and demonstrate there. He won an early order by helping to take a big four-wheel job to Davenport and



We were pretty proud of ourselves in October, when HOUSE BEAUTIFUL set new popularity records. Consumers loved us, retailers loved us, and advertisers thought enough to invest *more dollars* in us than ever before.

But whaddya think? November's issue went right to work and smashed October's record. It's still a little early to toot our horn about gains in consumer and retailer circulation, but if advertising is any indication (and it *is*), we're knocking 'em dead! In November, we carried a whopping 209 pages of advertising.

And, of course, while we break our own records, we're beating the competition hollow, too. Look at the record: 23 more advertising pages in HOUSE BEAUTIFUL than its nearest rival.



Nov. 1951 pages*

| | |
|----------------------------------|-----|
| House Beautiful | 209 |
| House & Garden | 186 |
| Better Homes & Gardens | 172 |
| Good Housekeeping | 172 |
| Ladies' Home Journal | 143 |
| Woman's Home Companion | 94 |

HOUSE BEAUTIFUL *must* be a BEAUTIFUL buy. You just can't fool that many alert media men.

House Beautiful
sells both sides of the counter

*Source: Printers' Ink, Nov. 9, 1951

How can I get more action for my ad dollar?



The Wall Street Journal will give you more action for your ad dollar because The Journal puts your sales story into the hands of people who *want* to act, *can* act and *do* act! They're the execs who are *paid* for making decisions!

Another reason is that The Journal reaches these decision makers at their point of purchase — your point of sale — their offices. You know that so often an ad may inspire a favorable decision—only to fall down because action is too long delayed. Advertising in The Wall Street Journal gets *quick* action!

Here is an opportunity it'll pay you to investigate. (If you are reading this in your office, notice how *easy* it is for you to take action — *right now*?) Just call or write.



Published at:
NEW YORK
44 Broad
DALLAS
911 Young

CHICAGO
12 E. Grand Ave.
SAN FRANCISCO
415 Bush

"16 Years of operating FRUEHAUFS has shown us they are a *SAFE* and *DEPENDABLE* Tank-Trailer"

...Says COASTAL TANK LINES, York, Pa.

Two time winner of American Trucking Association's Grand Award for Safety, Coastal Lines operates 181 Fruehauf units. Their safety record is exceptional. 36 million miles without a single fatality!



"Our winning top honor for the second year in the tank-trailer division of the American Trucking Association (the Annual Truck Safety Contest) is the result of a continuing program of careful selection and only of safety-minded drivers for equipping operating vehicles of safe, dependable Fruehauf Tank-Trailers," says Roy Fruehauf, President, Coastal Tank Lines.

"The industry has come a long way in the 16 years since we rolled our first Fruehauf into the highway. We have seen continued improvement from the first trailer we purchased until today the latest transportation industry has become one of the safest highway operations, due to continuous progress of engineering ideas and transportation methods."

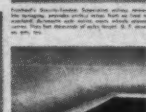
"Our growth has been marked by great improvements in equipment, and a continued addition of Fruehauf units to our fleet—whenever needed it possible for us to grow over 700 million gallons of capacity a year, and over approximately 20 million miles annually."

"Fruehauf's leading and increased reliability have been factors in our safety record of 36,000,000 miles of operation without a single fatality."

FRUEHAUF Trailers



CONSTRUCTION FEATURES
like these provide this *SAFETY* and *DEPENDABILITY*



FRUEHAUF'S BUSINESS PUBLICATION COPY (as in this advertisement from *National Petroleum News*) pinpoints sales appeals to the specific needs of specific industries. Testimonials from men recognized as authorities bring added weight and conviction.

back; got another after a rocky round trip to Buffalo.

In time he sold his way up to regional sales manager; western division v-p, and in 1938, at 30, to v-p and director of sales.

The fact that he was a Fruehauf may have been as much hindrance as help. In either event he has always sold himself before he tried to sell his product. He has always believed that sales are built on friendship and mutual faith. On his desk is a poem:

**"Sales are made in money—
But sales are made to men.
Goodwill that controls success
Brings men back to buy again."**

And he emphasizes: "To get the word, you've got to get to the driver."

Every mail still brings letters from drivers, some of them scrawled in pencil at stops along the road.

To Fruehauf's company hotel suite during the meeting of American Trucking Associations in Chicago in late October, came some 5,000 truck owners, operators and drivers. Roy and C. Lawrence (Lon) Schneider, v-p for sales, say they knew more than half of them.

Incidentally, the visitors that week bought 500 trailers.

Each year Roy travels 50,000 to 75,000 miles, here and abroad, to keep in touch with all the regional, divisional and branch people charged with building buyers and goodwill—and with customers.

Driving recently to the Detroit airport to pick up a company plane, he found himself stuck in a long line of cars. Discovering that a big truck-

trailer ahead was monopolizing the main lane, he pulled out and caught up with the driver: "You're the kind of guy who makes motorists mad at the truckers." Then he introduced himself: "I'm Roy Fruehauf, and I sold this trailer." . . .

Throughout its young life the trailer industry has been torn between feast and famine. A normal sales-growth line, explains Verne R. Drew, Fruehauf's market research director, would have risen from 25,000 units in 1929 to 55,000 in 1951 and 66,000 by 1955.

But it dropped during the depression; came back to 25,000 in 1939; then was held at about 10,000 during World War II . . . with the result that in 1946 "pent-up demand" brought sales of 76,000. By 1949 it went down again to 35,000. And in the last two years the line soared to 67,000 and now to 80,000.

The manufacturers generally have built so well that in leaner times a lot of owners could manage to make do. Perhaps the manufacturers talked too much of low-cost long-life, and not enough about obsolescence.

At any rate, Drew shows, the over-all increase in number of trailers operating has created a 40,000-a-year replacement market.

Other factors today tend to strengthen the upward curve: Of 1950's \$132.1 million total, \$91.7 million came from new trailers. But \$23.64 million was provided by parts, accessories and service (and Fruehauf branches service *all* makes of trailers); \$9.23 million by used trailers, and \$2.88 million, truck body

sales. Export was only \$240,000. Military then was nil.

Fruehauf capitalizes on making trailers which are standardized. Despite the variety of shapes—platform trailers for carrying machinery; petroleum, milk and acid tanks; livestock trailers and dump units; carryalls, grain trailers, etc.—61.5% of all the units it produced in the first half of 1951 were closed vans, easily modified to fit different needs.

Many really do double duty. To lick the waste of one-way loads, Fruehauf offers an auto haulaway which, by simple adjustment of the second deck, becomes a van for general freight. . . .

More than ever, Fruehauf tailors its telling:

Leslie C. Allman's advertising agency in Detroit acquired this account in 1922. Later, Allman joined Fruehauf, advanced in advertising and sales posts, and became executive v-p.

A Million for Advertising

Then last July, Les Allman re-established the Allman Co.—handling not only advertising but public relations, sales promotion and sales training. One of his accounts is Fruehauf. Among others, Norman A. Rowe, advertising manager, and John Denler, public relations director of Fruehauf, now perform these functions at Allman for Fruehauf. (Allman is president of the Truck-Trailer Manufacturers Association.)

The big trailer-maker today spends more than \$1 million annually in advertising and promotion—but only about half of it in "space": \$250,000 in newspapers; \$200,000 in business papers; \$100,000 in executive magazines.

"Maybe we're doing this the hard way," Norm Rowe says. "The average company with as many industries to reach as Fruehauf would be tempted into mass magazines." (Its agency might be tempted too!) At any rate, Fruehauf is one of those rare advertisers using magazines at all which still spends more in business papers.

The over-all b.p.-magazine schedule includes 24 different ads a month—mainly in two colors, and some of them double spreads. Most insertions are monthly. Several individual papers get three monthly insertions, in as many different campaigns.

Although 65% of sales are now to professional haulers, Fruehauf's "vertical" campaigns reach twice as many specific industries—called "vocations"—as in 1949.

A horizontal campaign to common

WORCESTER'S Going to Have

*Merrier
Christmas
Buying*

By \$2,615,000



1. high buying power



Worcester banks are paying out \$2,615,000 in Christmas Club checks this year—\$115,000 more than in 1950.

WORCESTER'S WONDROUS TWINS



2. intensive newspaper coverage

See that this high buying power is endorsed over to your product with a regular advertising program in the newspapers that blanket the area, the Worcester Telegram-Gazette. Daily circulation in excess of 150,000. Sunday over 100,000.

The **TELEGRAM-GAZETTE**
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS OF RADIO STATION WTAG and WTAG-FM

and contract carriers and to traffic executives of industries which still may be missed in the others, runs in 11 transport papers, from *Distribution Age* and *Transport Topics* to *Southern Motor Cargo* and *Western Motor Transport*. It also includes 30 state papers in American Trucking Associations. A series for gravity tandem under construction uses a smaller horizontal list.

Fruehauf talks to private operators through *Business Week*, *DAC News* of Detroit Athletic Club, *Dun's Review*, *Michigan Aviation Digest*, and *Wall Street Journal*. It reaches institutional buyers through *Business Week*, *Detroit Purchaser*, *National Defense Transportation Journal*, *Ordnance*, and *U. S. News and World Report*.

A truck body campaign schedules four national and two regional carrier publications, and two vocational: *Brewers' Digest* and *NADA Magazine* of National Automobile Dealers Association.

Fourteen vocational campaigns appear in 30 separate business papers. Some papers get two campaigns. Different appeals are made even to different branches of the same industry—such as to oil producers and oil

refiners. Currently scheduled are:

Chain Store Age, *Food Engineering*, *National Provisioner*, *Quick Frozen Foods*, *Southern Fisherman*; *Milk Dealer*, *Milk Plant Monthly*; *National Petroleum News*, *Petroleum Transportation*, *Petroleum World*, *Oil*; *Engineering News Record*, *Western Construction News*; *Chemical Engineering*; *Lumberman*, *Timberman*; *Pacific Factory*, *Western Industry*; *AVL Magazine* (furniture), *Furniture Warehouseman*; *Central Co-op Shipper* (livestock) and 560-line insertions in Corn Belt Farm Dailies; *Power Wagon*; *Transportation Supply News*; *Los Angeles Commercial News*.

Advertising Is Localized

When possible, business paper advertising is localized.

In *Western Construction News*, for example, the signature is "Fruehauf Trailer Co.—Western Manufacturing Plant, Los Angeles." Beneath it are listed the 16 Mountain and Coast cities where Fruehauf operates sales-and-service branches.

Some b. p. ads, in fact are signed by local branches. In *Oklahoma Motor Carrier* and *Oklahoma Oil*

Marketer, the company name is followed only by addresses and phone numbers of the Oklahoma City and Tulsa branches. "The world's largest builders of truck-trailers" would seem to be strictly a *Sooner* enterprise!

Business paper and magazine ads emphasize user-experience copy and photos. In carrier and vocational publications, this means testimonials by representative users. And again, when possible, these are brought right down to regional cases.

This year Fruehauf is printing 240 such testimonials.

Branch managers are told the kinds of pictures and statements needed, and are supplied with data-and-release forms. (Each testifier is paid only the legally-required \$1.) However, best results have been gained by Allman men who specialize in this work. Branch managers set up interviews for them. Usually, while in one city for an assigned statement by, say, a professional hauler, the interviewer picks up several printable vocational "experiences."

The testifier is asked to tell in his own words "how trailers have served in the company's growth" and "interesting facts about . . . use of Frue-

There are 67 cities in the United States in the 100,000-250,000 population group

In this group Passaic-Clifton, New Jersey, ranks **44** in population, **34** in food sales, **27** in furniture-radio-household sales and **8** in average family income according to Sales Management's Market Rankings.

These are **4** more reasons why Passaic-Clifton . . . and The Herald-News, the North Jersey newspaper with the largest circulation . . . offer national advertisers a greater sales potential per family than any other North Jersey market.

THE HERALD-NEWS

Of Passaic-Clifton, N. J.

Represented by The Julius Mathews Special Agency



PEP TALKS, selling tips, new ideas are recorded on tape at main Brown & Bigelow office in St. Paul, sent to all 60 branch offices for playback. "Scotch" Sound Recording Tape reproduces every word with matchless fidelity. There is no needle scratch, and the same tape can be re-used indefinitely (each recording automatically erases the preceding one).

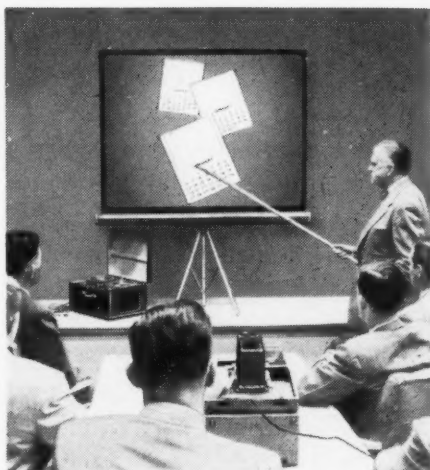


TOUGH SELLING ASSIGNMENTS are solved by having the salesman tape-record all the facts for review by top Brown & Bigelow sales executives. Their opinions are recorded on the same tape and sent back to the salesman for his guidance.

Tape recording makes selling easier for 1,200 Brown & Bigelow salesmen



TAPE RECORDERS in branch offices enable salesmen to practice sales talks, improve delivery, eliminate unpleasant mannerisms. Particularly good presentations are circulated among branch offices. Tape is easily edited and spliced.



HIGHLIGHTS of semi-annual sales conventions are relayed to branch office sales personnel by means of color filmstrips with tape recorded commentary. Tape can be played back any number of times without noticeable loss of quality.



TRAINING OF NEW MEN is speeded up, done more thoroughly and efficiently by using tape-recorded orientation talks. Tape recorders are as easy to operate as radios; their extra-sensitive microphones never miss a word.



Minnesota Mining & Mfg. Co.
St. Paul 6, Minn. Dept. SM-121

- ☐ Please send free booklet.
☐ Arrange free demonstration of tape recording.

NAME

FIRM

ADDRESS

CITY ZONE STATE

SEND THIS COUPON for your free copy of "Sound Ideas for Business and Industry," new booklet chock full of interesting applications of tape recording. Tells how "Scotch" Sound Recording Tape simplifies many jobs, speeds up time-consuming procedures. Also contains tips on editing and splicing tape. Big, clear pictures and informative text.



The term "SCOTCH" and the plaid design are registered trademarks for Sound Recording Tape made in U.S.A. by MINNESOTA MINING & MFG. CO., St. Paul 6, Minn.—also makers of "Scotch" Brand Pressure-sensitive Tapes, "Underseal" Rubberized Coating, "Scotchlite" Reflective Sheeting, "Safety-Walk" Non-slip Surfacing, "3M" Abrasives, "3M" Adhesives. General Export: Minn. Mining & Mfg. Co., International Division, 270 Park Avenue, New York 17, N. Y. In Canada: Minn. Mining & Mfg. of Canada, Ltd., London, Canada.

Prominent Users of Strathmore Letterhead Papers: No. 96 of a Series



At one of the Mex-R-Co plants, a huge power press — exerting over 2500 pounds pressure per square inch — molds the company's standard-size firebrick.

Mexico Refractories Company
Better Refractories

PLANT: NEW YORK, N.Y. — BRANCH: NEWARK, N.J.



MEXICO, MISSOURI

Out of Nature's Raw Materials

...QUALITY for Industry

The city of Mexico, in the heart of Missouri, is central to some of the world's finest deposits of natural fire clays. Out of these clays the Mexico Refractories Company makes matchless firebrick, of every sort, for every purpose—brick to hold boiling molten steel, to cradle reacting chemicals, to line the furnace of a man's home.

Mexico Refractories has set itself the slogan and the objective "Better Refractories" and has worked with the best resources of nature and modern science to achieve them. A hard business, in every sense; a man's work—producing the power behind power, utilizing natural matter in an almost supernatural manner.

Out of man's ingenuity, we have learned to refine our natural gifts to a high level. In paper, as in firebrick, Americans seek quality. For its letterhead, the Mexico Refractories Company has chosen Strathmore paper—an acknowledgment of confidence from one great craftsman to another.

Your pride in your business is reflected in your letterhead. With Strathmore, you cannot go wrong—in taste, in quality or in the impression you create.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE

MAKERS
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

haufs and economies experienced."

Several times a year, Fruehauf sends mailings to all 126,000 users and prospects on its basic list. These are supplemented by vocational and localized pieces for specific industries and branches.

And in recent years the company has supported all the branches with intensive, spring and fall, branch-signed campaigns. Lately, these have stressed service to "keep 'em rolling." Each involves 12 large weekly insertions in one or more newspapers in each of the 87 branch cities, plus promotional material for each of the 12 weeks.

The branches prepare for it with meetings of branch and service managers, parts department employees and branch salesmen. To each group Detroit also sends specific week-by-week instructions.

Trailer-Service Campaign

Last spring, a trailer-service campaign included three pieces, mailed monthly to all trailer users. Each branch received service and safety inspection reports and "preventive maintenance" seals; badges and caps for employees; two 3x20-foot display banners and nine 40x44-inch display pennants; an electric clock, clock display panels, outdoor twirling double-faced signs, and an electric flashing counter display with nine "trailer-saver special" display panels. Book matches, packed 50 to a box, carried local branch imprints. . . .

"Advertising," says Roy Fruehauf, "makes the salesman's job easier. But they still have to follow up."

A \$4,000 product takes plenty of "following."

Since World War II, and especially since 1949, Fruehauf has been getting geared for more effective sales action.

One step, in 1948, was organization of Fruehauf Trailer Sales, Inc.—which by last December 31 was financing \$55 million of buyers' installment purchases of Fruehauf equipment.

In six years the number of factory-branches in this country was increased from 59 to 87. (The only domestic points where Fruehauf still has distributors are Baltimore, Md., and Harrisburg and Pennsburg, Pa.) Such well-trailered states as California, New York, Ohio, Pennsylvania and Texas now have five or more branches apiece. Since 1945, 37 branches have been put into new-and-enlarged quarters.

The branches are crux and key-

SALES MANAGEMENT

stone of sales-expansion plans. They have, in fact, grown so fast that supervision has lagged behind.

Last year, when Lon Schneider took over as v-p for sales, the company introduced territorial managers who would work with both headquarters and branches, and take some of the branch-supervision load off HQ.

Schneider knows branch problems. Joining Fruehauf in Detroit in 1920, he was Chicago branch manager for some years, before returning to Detroit in 1950 as vice-president in charge of sales.

By then the postwar demand had leveled off. In the branches the salesmen—largely post-war additions and largely untrained—had much to learn about trailers and selling and many veterans were following lines of least resistance—developing some fields but ignoring others. Roy Fruehauf and Lon Schneider believed that, for all their new man-power and facilities, the branch managers weren't tapping potentialities.

In a "controlled decentralization" plan, launched last year, the country was divided into six regions. Under these regional managers at present function 11 divisional and nine district managers.

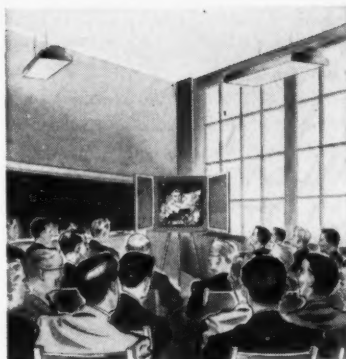
The regions are the entire East Coast; Allegheny-Great Lakes; Southern-Southwestern; Midwestern-Western; Rocky Mountain; Pacific Coast. Their areas were set on the basis of studies by Market Research—a department established by Fruehauf in 1945. If not yet equal in actual sales, Verne Drew says, the regions and the divisions under them are comparable in sales *opportunity*. Criteria for them were: Number of trailers now there; highway mileage; trends toward motor transport; population growth, and regional prosperity.

Research on Sales

From biennial studies of sales of leading trailer makers, it was known that neither trailers-in-use nor trend toward them directly parallels wealth and population.

In 1949, 11 states had 60% of the then 364,000 U. S. trailers. Texas, Illinois and California each had more than 26,000, and eight other states each more than 10,000—in order, Ohio, Pennsylvania, Michigan, New York, Indiana, Missouri, New Jersey and Minnesota.

The regional comparability was carried down among divisions and districts. The divisions, in fact, are emerging as "twins." The Allegheny division, with Pittsburgh headquarters, has more reason to watch the



ONCE AGAIN RADIANT IS FIRST...

An Efficient Practical Screen for Daytime Projection!



Eliminates Need for Room Darkening

Here is the answer to the problem of daytime projection. Now you can increase the effectiveness of your films, filmstrips, slides by projecting in normally lighted rooms to audiences of up to 50 persons. Industrial users—who have tested this new Radiant Screen—report they obtain clear, brilliant, daytime pictures for the important jobs of training, selling, promotion and entertainment.

Permits more effective Projection

The Radiant "Classroom" Screen utilizes a new principle of light reflection. Enables you to enjoy perfect projection in conference and meeting rooms, offices, cafeterias, hotel suites, exhibits, classrooms... under ordinary lighting conditions without sacrificing normal room ventilation. Permits simultaneous

use of charts, models and other supplementary material—allows note-taking during projection and enables better audience control.

WRITE FOR CIRCULAR

Radiant Classroom Screens are available for immediate shipment in three sizes up to 40" x 40". Prices from only \$29.75. Write today for special circular giving prices, full description and specifications.

RADIANT Projection Screens

Radiant Mfg. Corp., 1216 So. Talman, Chicago 8, Ill.





BUYING POWER makes **ROANOKE** AN IDEAL TEST MARKET

More than 500,000 people in Roanoke are employed in Industry, Agriculture and Commerce with a per-capita income close to the U. S. average... assuring an economically stable market and reliable test results. One of the many reasons successful advertisers test first in Roanoke.

The Roanoke newspapers completely dominate this self-contained market and are prepared to facilitate a successful test operation.



Write for complimentary copy of "MARKET TEST STICK" to Sawyer-Ferguson-Walker Co., 60 E. 42nd St., N. Y. 17

ROANOKE
TIMES AND WORLD-NEWS
ROANOKE VIRGINIA
SAWYER • FERGUSON • WALKER CO.
National Representatives

Great Lakes division at Fort Wayne than to worry about, say, the division in Oakland, Cal.

Those divisions which still have more present potentials are divided again into districts. On the other hand, the Rocky Mountain region is only one immense division guiding, from Denver, the half-dozen branches from Billings, Mont., to El Paso, Texas. . . .

The branch managers hire and until recently handled all training of their salesmen. Then in 1949, Detroit launched a training course by mail for all the men. Fruehauf brought the branch managers to Detroit to show them how to help their men to make the most of it.

Apparently this was not the final answer. Roy Fruehauf decided that, despite all the cost and work involved, the company should bring everyone engaged in customer-contact to Detroit for standardized courses under its best brains.

In September, 1950, Fruehauf Technical Institute was opened at Detroit headquarters, under Dudley J. Kingman as sales training director. In the next nine months, some 400 salesmen, branch office and branch service and parts managers were brought in for a two-week course at FTI. They came in small groups—20 or less—and each group represented usually as many different, widely-separated branches. After thorough schooling in fundamentals, they went home, where the branch managers resumed their "education."

About 100 salesmen are still to take the course. After that, each year, all salesmen will be brought back to Detroit for refresher courses. Meanwhile, on January 1, the Institute will begin a branch managers' course. Later, office and manufacturing people will go through FTI.

The men added to Fruehauf's sales force since the war mostly had not had previous sales experience. This is all right with Lon Schneider. The company would rather train the newcomers fresh in its kind of selling.

"The things we seek most in them," Schneider explains, "are enthusiasm, ability to learn—and then ability to make friends. The ones who rise to the top tomorrow will be those who can *serve* the best."

Beginners start on vocational accounts and later tackle the professional haulers. Veterans—and some of them sell more than \$500,000 a year—are being urged to work harder on vocational accounts. (A separate group of salesmen handles fleet sales.) Fruehauf wants the salesmen to make the most of everything that Engineering and Production create

for them. Recently, Schneider told the branches that Detroit was getting more requests "direct from customers than from branches" on nailable steel floors!

An average group of 18 or 20 brought to the Institute includes veteran as well as novice salesmen, and two or three branch managers. (Two managers who spoke at one session came from such distant points as Boise, Idaho, and Miami, Fla.) At first the veterans didn't like going back to school, Kingman says. But once their opinions are sought in the classes, and they find themselves leading bull sessions at the hotel after school, they warm up to it. They even learn things themselves.

Stimulates Full-Line Interest

The geographical spread of students helps to stimulate full-line interest. Omaha, Des Moines and Kansas City, for example, have long sold a lot of livestock trailers . . . but these markets don't monopolize all the hogs.

Sessions are addressed, among others, by Roy Fruehauf, Schneider, Allman, Denler, Rowe, Drew; by engineering, production and service executives; by HQ men whose job it is to get certain models and types—such as stainless steel—sold across the board. The men also learn about credit, finance, collections. One day is devoted to a trip to Fruehauf's big new Avon Lake plant, near Cleveland.

All told, the students hear 75 different talks; see a dozen films—including some on selling; participate in several discussion periods, and take subject and general exams. Their own study tools range from owners' service policies to trailer savings analysis sheets. Among speakers' props are charts, photos, visual casts, sectional diagrams, movies and working models. Outside the classrooms, with expert guides, they climb in and crawl under their mammoth wares.

The men learn that Fruehauf "service" extends to functions which might seem beyond the call of sales duty. The company is proud of all the little businesses it has helped to build big. It still wants to help build. The salesmen will show customers, if need be, how to keep books; will work on promotion and purchase-financing for them; will get the company to make surveys for them. And they do their bit on legislation affecting the use of trailers.

On all this, they may build a good livelihood. Their base is \$400 a month and expenses—plus commis-

sions. Then through contests they make extra income. Last summer, for instance, every branch manager and salesman took part in a two-month "President's Special" contest, which paid a \$25 bonus on each new trailer sold from stock.

The company does not have sales quotas. But every man, each year, is expected to produce more than the year before. Also, he must sell at least one of every trailer type.

Fruehauf figures production 90 days ahead, and plans to turn over new trailer inventory more than four times a year. It gets division sales reports every day—broken down into every branch once a week. Monthly, it supplies division managers with standings of all divisions and branches. "This stimulates rivalry and effort," Lon Schneider says. "But we don't draw invidious comparisons. . . ."

"In getting the current set-up going, we shifted some branch managers and salesmen. But there's been no firing. In fact—with more branches, and then the new territorial posts—we've made quite a few promotions.

"Fruehauf forges ahead at the branch level."

Some months ago, when sales were slipping, Schneider told the branch managers: "Either you must use your 2,000 years of present experience (an average of about five years per salesman) or call in outside talent. If this was *your* business, what would you do?"

The managers decided to do more with what they had.

In the first half of 1951, Lon points out, "our sales nearly doubled. In other ways, there's been a 100% improvement in the branch picture. Today, all branches are standing on their own feet, and making money." . . .

Roy sees trailers being used widely

for "every commodity."

But more than ever, growth must be sold:

"1. We must develop our full potential in every industry;

"2. We must help all these new customers to make the most of our facilities, and

"3. We must advertise, more than ever, not only to get more truck-users to 'graduate to trailers,' but to help make motor transport even more essential to our whole economy."

Nor will Fruehauf Trailer Co. confine itself to *our* economy.

Long active in Canada, where it produces trailers in Toronto, Fruehauf is expanding in Latin America and Europe. It controls a French company; has an interest in a Spanish company, and within the last year the Fruehauf Trailer S.A., Industria e Comercio has been formed. At Sao Paulo it will produce "all kinds of trailers and trailer bodies designed especially . . . for Brazil."

Factory branches are being opened in various cities there.

Elsewhere in Europe and Latin America, Fruehauf sells through distributors. R. L. Vaniman is vice-president for export sales.

As much as ever, Roy realizes, Fruehauf will take "a lot of work and planning—and a lot of faith."

Four of August's grandsons are coming along—two of them "sooner" than the others. The four are 22, 21, eight and five years old. Each in his turn must earn the right to take the wheel. When they go out to 10940 Harper Avenue, they must work up through the ranks—including field sales—before they get a desk at headquarters.

"People think of ours as a tough business," Roy says. "And in some ways it is. But it has been built on friends. I hope the next generation will make a lot of new friends for us."

"Will provide you with a splendid background for understanding the buying and selling of advertising media."

—PHILIP SALISBURY
Editor,
Sales Management

Just Out ADVERTISING MEDIA

Here a top-flight media salesman gives you facts on all kinds of media and their advertising usefulness, how to fit media to the advertising plan, how to buy space or time wisely, and how to sell media by the methods that build advertiser satisfaction. Covers all media from newspapers to direct-mail and facsimile; gives you facts on everything from circulation and rate practices to media analysis and scheduling and ordering.
By Ed Brennen. 410 pages, 6 x 9, illus., \$6.00

MARKETING RESEARCH

Shows how to analyze products, markets, methods of distribution—explaining principles of marketing research, and covering scientific methods, situation analysis, sampling, framing the questionnaire, gathering and organizing data, and preparing reports. Treats surveys, radio rating, and readership analysis. By Ernest S. Bradford, Dept. of Marketing, School of Business, Manhattan Col. 379 pages, 118 illus., \$5.00

ADVERTISING PSYCHOLOGY AND RESEARCH

Gives the fundamentals of applied psychology that will make your advertising pull with added power. Covers psychological objectives in advertising, appeals and copy themes, measurement of advertising effectiveness, evaluation of media audiences, etc. By Darrell Blaine Lucas, N. Y. U., and Stewart H. Britt, McCann-Erickson, Inc. 765 pages, 6 x 9, illus., \$6.50

MARKETING POLICIES

Best proved techniques and practices to help make your marketing policies meet today's demands. Includes chapters on public relations, legal restrictions for making prices, retailing, merchandising and sales promotion, advertising policies, consumer campaigns, etc. By Hugh E. Agnew, Professor Emeritus, and Dale Houghton, Professor of Marketing, N. Y. U. Second Edition. 590 pages, 56 illus., \$6.50

10 DAYS' FREE EXAMINATION—SEND COUPON

McGraw-Hill Book Co.
330 W. 42nd St., NYC (18)

Send me book(s) checked below for 10 days' examination on approval. In 10 days I will remit for book(s) I keep, plus few cents for delivery, and return unwanted book(s) postpaid. (We pay for delivery if you remit with this coupon—same return privilege.)

☐ Brennen—ADVERTISING MEDIA, \$6.00
☐ Bradford—MARKETING RESEARCH, \$5.00

☐ Lucas & Britt—ADV. PSYCH., \$6.50

☐ Agnew & Houghton—MARKETING, \$6.50

(Print)

Name

Address

City

Company

Position

SM-12-15

This offer applies to U.S. only.



Any SALESMAN
WILL SELL MORE...

WITH A *Viewmaster**
THE EASEL PORTFOLIO THAT DISPLAYS
ONE SHEET AT A TIME

As each sheet is viewed, it is flipped over the top. Special construction allows all sheets to lie perfectly flat without expensive cloth hinging. Loose leaf.

Simply lift Viewmaster by the front cover and the automatic easel sets it up firmly. Carried in stock in four sizes.

Sales Tools, Inc.

1224 WEST MADISON • CHICAGO 7, ILL.



SEND FOR
FREE FOLDER

*Also 100s of other items.

only **BH&G** can say

BIG like this



because **ONLY BH&G** screens **3½-million**
readers for the **BUY** on their minds!

YOU'VE heard the arguments about size *versus* selectivity. But have you heard that you can get size *and* selectivity in one 3½-million package?

That's the package that only *one* of the 3 biggest man-woman magazines delivers to advertisers of all kinds of products and services. That's the package that only Better Homes & Gardens can deliver to you!

Here's a magazine without fiction, sensationalism or general news. The *only* readers it attracts are those whose interests pin-point down to *what's new, what's better, what's for THEM,*



size
heard
one
gest
s of
the
can
nal-
acts
own
EM,

in every phase of modern living.
When these BUY-minded husbands and wives pore over BH&G, they aren't just killing time. They're deciding their wants of today and tomorrow—and how and where to fulfill them! AND—they have the *means* with which to fulfill them!
Those are the facts that make BH&G such a vitally needed advertising medium for anyone who sells anything. We'd be proud to give you all the facts about BH&G's 3½-million better-income families—screened for the BUY on their minds!



Serving a **SCREENED MARKET** of 3½ - Million Better Families

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

Nat D.
Williams
One of
WDIA's
many famous
personalities



FOLGERS COFFEE Renews WDIA FOR Second Consecutive Year!

Yes, on November 26, Folgers Coffee started their second consecutive 52 weeks contract with us, a success story created by WDIA's overwhelming dominance in selling the huge Negro segment of Memphis' 384,000 population. You, too, can economically reach and sell the 489,000 Negroes in WDIA BMB counties. Join now the trend set by such national advertisers as Tavstee Bread, Gold Medal Flour, Camel Cigarettes, Purex, Super Suds and others. Get the full facts on WDIA soon!

| *HOOPER RADIO AUDIENCE INDEX | | | | | | | | | |
|------------------------------|------|------|-------------------------|------|------|-----|-----|-----|--|
| City: Memphis, Tenn. | | | Months: Sept.-Oct. 1951 | | | | | | |
| Time | Sets | WDIA | B | C | D | E | F | G | |
| MF 8AM-6PM | 12.2 | 26.5 | 26.0 | 17.9 | 10.9 | 7.7 | 5.6 | 4.5 | |

MEMPHIS **WDIA** TENN.
John E. Pearson Co., Representative

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.

The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
364.123 DAILY • 293.426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

Shop Talk

Footwear, Front and Center

More or less by accident, we're looking at the shoe business from two widely separated vantage points in this December 15 issue.

In the feature article on page 37, "Why Bargain Basements Are Jammed with Cut-Price Shoes," by James S. Legg, vice-president and director of sales of Heydays Shoes, St. Louis, reviews the management sins that have resulted in a case of arrested development in the shoe industry. He's writing primarily about what's *wrong* with the shoe business. In this department, on the other hand, and in a much less formal way, we're looking at the other side. I'm reporting what's *right* with the shoe business—at least in one territory, for one company. Here's my story:

The Case of the Grateful Dealer

About half way between Los Angeles and San Francisco, you come to a big horseshoe curve in the Santa Lucia Mountains. You gawk out of the window of the Southern Pacific's "Daylight" to gaze straight across a valley at the Diesel locomotive that's pulling your own train. The Diesel seems to be going the wrong way. You are coming into the little city of San Luis Obispo which grew up there around a mission established in 1772.

In San Luis Obispo there is a store called The Harrington Saddlery owned by Mr. E. E. Burriss. This little yarn is about Burriss and a salesman named Milton Cox who handles the Harrington account for H. J. Justin & Sons of Ft. Worth, a company that manufactures footwear and whose name is just about synonymous with cowboy boots.

I pass on the story because it's a perfect demonstration of the way long-lasting friendships and solid business relations are built by the type of salesman who concentrates mostly on thinking up ways to be helpful to his customers, and does so secure in the knowledge that the wares he has to sell will almost surely get favorable consideration some time later.

The story goes like this:

About four years ago when Cox first called on Burriss, the business was operating in a "hole in the wall" store. But it was prospering. The customers liked the kind of service Mr. Burriss offered, and his volume grew and grew. This year he found a bigger and more favorable location, and this fall he moved.

Transplanting all the fixtures and stock of a retail store is strictly a dirty-work job. It makes sore muscles and tired backs. The chaos is hard on morale. Cox, the Justin salesman, realized this, and in a neighborly way he offered to help with the moving day chores. Now let Mr. Burriss take up and tell what happened.

I quote from a letter he wrote, after the moving job was completed, to H. N. Fisch, the Justin sales manager in Ft. Worth, the

man who is, of course, Milton Cox's boss. (I refuse to edit it; it sounds so spontaneous and folksy just the way it is.)

"... I told Milton on his regular trip that I was moving and showed him my new location. He was very much enthused and asked when I was moving. When I informed him we were starting the ball rolling the following Monday, he volunteered his services. And I gave him his choice of the location in the store for the boot department. His choice was the same as mine, so you can see that great minds run together.

"Monday morning at 8 o'clock when I and my gang arrived at the old store, he and Mrs. Cox, who is a very charming lady (He calls her Ruth, but we nicknamed her 'Fort Knox' because she had all the money.), were waiting in work clothes with the greeting, 'Let's get the show on the road.'

"We moved the boots first and he set up that department, which I thought was enough for one man to do—especially when he was working for nothing. Well, I did buy him a chicken pot pie—not much chicken, but plenty of pie. But we couldn't stop that whirlwind, and when he hollered quits, it was 9:30 p.m. and everything was moved. Then I bought him a milk shake.

"Instead of moving being a task, with Cox's ready wit and the abuse he heaped on me, it was really a comedy... and almost a black face comedy. Although we were dead tired, we could still laugh and show the white ivories through the black rings of dirt.

"This is something I will never forget. The whole gang, which consisted of Mrs. Burriss, our daughter and son-in-law, is still laughing at something we dreaded.

"You know, as far as the dealers in your territory are concerned, the salesman is the Justin boot company; our dealings are with him. The factory just ships the orders. He builds the good will, takes the beefs, and the bitter with the sweet, and comes up smiling.

"I would like to say for Milton that he is all this and more, and Justin's must feel proud to have a man like him in the field. And I am beginning to feel that the whole Justin company are of the same pattern....

"We are having a lot of trouble in Europe and Asia, and I personally believe that if Truman would give Milton Cox a brief case and a pair of No. 9 boots (I will furnish the No. 9—I'm long on that size.) and send him and 'Fort Knox' over to talk to Mr. Joe, they would sell him a bill of goods and our boys could come home... and wear more Justin boots.

"We have a lovely store and are looking forward to your next visit. By the way, I have heat in this building, so you won't need your overcoat."

E. E. Burriss
Harrington Saddlery
San Luis Obispo, Calif.

Honestly now, doesn't that letter make you feel warm all over? Doesn't its reflection of the attitude and the energies that make expert salesmen give you a feeling of pride in all good salesmanship? Do you, or don't you, believe that Cox will be getting business from Burriss until the Gulf Stream freezes over?

"The salesman is the company," wrote Mr. Burriss. I wish every man who is selling today would paste that on his shaving mirror and read it and think about it every working day in the year.

A. R. HAHN
Managing Editor.

Another First for St. Petersburg

In the past decade St. Petersburg again led the large cities of Florida in percentage of growth. This dynamic community increased its population at the rate of

59%

St. Petersburg, with retail sales in excess of \$142,279,000, is a market of importance—and you can reach it through its dominant morning and Sunday newspaper, THE TIMES. No outside newspaper has as much as 500 daily circulation here.

ST. PETERSBURG—FLORIDA

DAILY **TIMES** SUNDAY

Represented by

Theis & Simpson Co. Inc.
New York Detroit Chicago Atlanta
V. J. Obenauer, Jr. in Jacksonville, Fla.

Put your
advertising dollars
in one of the
richest markets...
GREENWICH

Where the average family has
68% more to spend
than the average U. S. family
—and in Greenwich there is
only one way to get effective
coverage:

use **GREENWICH TIME**

Why? Because Greenwich
Time covers Greenwich with
four times more circulation
than any other standard size
daily.

GREENWICH TIME
Often called

"The best suburban daily
newspaper in America"

National Representatives:
Bogner & Martin, New York and Chicago

COMING SOON . . .

Do You Look for
These 6 Traits
in Salesmen?

1. Personal drive
2. Intelligence geared to the product
3. Fluency in expression
4. Sales Service outlook
5. An individualist
6. Practical and realistic

**A GIFT
GUARANTEED
FOR 5 LONG
YEARS!**



Tufide
(T.M. REG.)

**The Only Business Cases
GUARANTEED 5 YEARS!**

Rigid abrasion tests prove TUFIDE business and student cases and luggage are the tuffest you can own. Only TUFIDE is guaranteed 5 years! See the complete TUFIDE line at leading department, luggage and stationery stores.

**LOOKS
Like Leather!**

**FEELS
Like Leather!**

**OUTLASTS
Leather 5 to 1***

*Proved by abrasion tests conducted by independent laboratories.

Get FREE Facts-MAIL NOW!

Steebo Products Dept. A-28

1401 W. Jackson Blvd., Chicago 7, Ill.

Send me FREE facts on TUFIDE Business Cases, without obligation.

Name

Address

City Zone State

Dates & Places for Sales Confabs

Sales executives and salesmen will have an opportunity this winter and next spring to exchange profit-making sales ideas. Under the sponsorship of the National Sales Executives, 28 regional sales conferences, clinics and rallies have been scheduled from December through May in all parts of the nation. Dates have been set for programs as follows:

December

| | | |
|---------|-------------|---------|
| Wichita | Sales Rally | Dec. 27 |
| Dallas | Sales Rally | Dec. 28 |

January

| | | |
|--------|------------|------------|
| Boston | Conference | Jan. 11-12 |
|--------|------------|------------|

February

| | | |
|---------------|---------------------|------------|
| Houston | Sales Letter Clinic | Feb. 4-6 |
| San Francisco | Training Clinic | Feb. 4-8 |
| Dallas | Sales Letter Clinic | Feb. 11-13 |
| Vancouver | Training Clinic | Feb. 18-22 |
| Tulsa | Conference | Feb. 18 |
| Oklahoma City | Conference | Feb. 19 |
| Davenport | Conference | Feb. 22 |
| Vancouver | Conference | Feb. 25 |

March

| | | |
|-------------|----------------------|----------------|
| St. Louis | N.S.E. Board Meeting | Mar. 3-4 |
| Los Angeles | Training Clinic | Mar. 3-8 |
| Lancaster | Sales Rally | Mar. 6 |
| Nashville | Sales Letter Clinic | Mar. 10-12 |
| Cleveland | Sales Rally | Mar. 24 |
| Montreal | Sales Letter Clinic | Mar. 24-26 |
| Baltimore | Training Clinic | Mar. 31-Apr. 4 |

Next Month . . . Watch for "Tools for Selling"

Pity the poor salesman who has to clear his throat, talk with his hands, describe his product in vague, unimaginative words.

With the development of more professional standards in selling, we've come to the point where a salesman who is still expected to sell wholly with conversation is working at a measurable disadvantage against competitors who are using visual aids to add clarity, strength and conviction to the sales story.

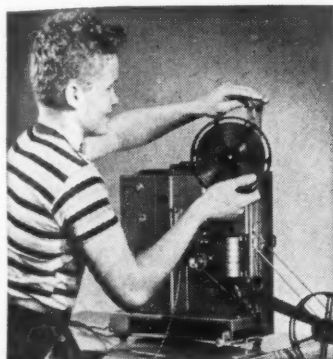
Progressive sales organizations are tooling up for more efficient selling.

Beginning January 1, SALES MANAGEMENT, keeping its editorial eye on the sales tool trend, will offer subscribers a new department, "Tools for Selling." We shall be writing in terms of "case histories," picturing equipment, and telling how a specific company is using a sales tool to help solve a presentation problem.

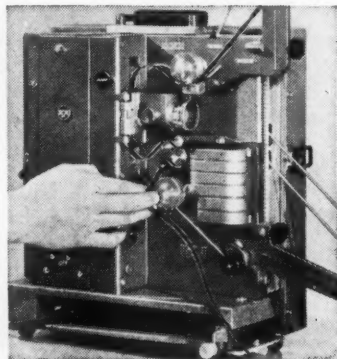
We suggest careful study of the techniques represented in "Tools for Selling," because many ideas offered might be adaptable to your own product, your own sales team. You'll discover that most of these tools are not fancy gadgets—they're just what their name implies: tools for more efficient selling.

Show Films Easier These 4 Ways

With Amazing New "Thread-Easy" Projector



① Set up in 2 minutes!
With this new RCA "400" projector, you can put picture and sound on the screen in *only 2 minutes!* Or let a youngster do it for you. *It's that easy!*



② Thread film in 30 seconds!
Thanks to RCA's new "Thread-Easy" design, you can thread it while you're lecturing . . . thread it with one hand . . . thread it in the dark.



③ Pack up in 3 minutes!
No more packing-up troubles. You can button up the complete RCA "400" projector and speaker in *only 3 minutes.* Or let a child do it. *It's so simple!*



④ Carry like an overnight bag!
Single case Junior weighs only 33½ lbs. Women appreciate its lightweight, rounded corners, proper balance. No chafing your leg as you walk.

No More Torn Film!

Your precious film literally "floats" through this new "400" projector. The RCA "Thread-Easy" design is so amazingly effective, even minor errors in threading will not damage your film. *With projector running,*

you can open and clean picture gate or sound optics . . . without damage to film. And you can project the same film 50 or 500 or 5,000 times . . . *without appreciable wear or damage to film!*

No More Last-Minute Failures!

It's ultra-dependable, built for the hard knocks of school and commercial use. You can easily replace projection lamp in 45 seconds, exciter lamp in 20 seconds. Rewind 10-minute film in 66 seconds, without changing belts, pulleys, or reels. It's the only projector powered by a big

A-C motor, 500% oversize for greater sound stability, better sound quality. Big motor takes it easy, stays cool, *lives longer.* And it's *quiet.* Operating noise only 58.5 decibels. Quieter than recommended by *SMPTE . . . *quieter than other projectors by actual tests.*



VISUAL PRODUCTS

RADIO CORPORATION of AMERICA

ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: RCA VICTOR Company Limited, Montreal

"I'm 12 years old,
I run this projector
for my teacher."

(Thanks to new "Thread-Easy" design, hundreds of youngsters like this are now operating the new RCA "400" projector. It's that simple!)

**FREE
BROCHURE
mail coupon
today!**



Easiest Projector to Use!

Now . . . thanks to RCA's new "400" Junior projector, you can show 16mm movies *far more easily than ever before!* Set up in 2 minutes! Thread film in 30 seconds! Pack up in 3 minutes! Carry like an overnight bag! New

RCA "Thread-Easy" design is so simple you can let a 12-year-old child run the projector. They're *top-quality* movies, too. *Both picture and sound far exceed recommended standards of *SMPTE . . . by actual tests!*

Operate It! Convince Yourself!

If you use 16mm films in your teaching or selling (and who doesn't?), you owe it to yourself to find out about this revolutionary new easy-to-use projector. The new "Thread-Easy" design is the culmination of 23 years of

RCA research. Send coupon for demonstration. *Operate it yourself.* Large sales permit surprisingly low price for this top-quality equipment. Backed up by RCA. Nation-wide service available. So mail coupon TODAY.

*SMPTE: "Society of Motion Picture and Television Engineers," leading authority on projector standards. SMPTE recommends "Unsteadiness of projected picture less than 3/10 of 1% of picture width."

In the new RCA "400" projector, horizontal unsteadiness is 1/10 of 1% (3

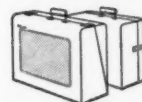
times as good as SMPTE standards). Vertical unsteadiness is 1/7 of 1% (2 times as good as SMPTE standards).

Sound quality also better than SMPTE standards . . . distortion less than 5%.

All tested and proved by RCA, foremost pioneer in 16mm sound projectors.



RCA "400" Junior. Handsome blue-green hammertone finish. Single case, balanced for easy carrying, weighs 33½ lbs. 7-watt amplifier, 8-inch speaker. For medium to large classrooms.



RCA "400" Senior. Same as "Junior" except: 10-watt amplifier, 10-inch speaker. Projector-amplifier weighs 36¾ lbs.; speaker-accessories, 26 lbs. For larger rooms, auditoriums.

FREE BROCHURE—MAIL COUPON—NOW!

Visual Products, Dept. 107X
Radio Corporation of America, Camden, N. J.

Please send me, without obligation, full story on new easy-to-use RCA "400" 16mm projector that I can set up in 2 minutes, thread in 30 seconds, pack up in 3 minutes, and carry lightly as an overnight bag.

Am interested in ☐ Junior Model for classrooms
☐ Senior Model for auditoriums

Name _____

Position _____

Address _____

☐ Please arrange actual demonstration



HIRING SALESMEN?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information on the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" forms based on the opinions of a group of experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York State anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

Why Bargain Basements Are Jammed With Cut-Price Shoes

(continued from page 39)

training, in a small way, but *sales training* just doesn't seem to exist.

As an example of what such training could do for the shoe industry, compare today's insurance man with the insurance man of 15 or 20 years ago. Then he was *insurance* trained. Today he is *sales* trained as well. The "sales training" in shoes usually consists of the length of time one has been exposed to it. Other industries spend a great deal of time and money in teaching their personnel sales methods. It has been successful for them. Why wouldn't it be successful for the shoe industry? There are exceptions to this, of course, but I am speaking of the industry as a whole. Some stores will give their sales personnel a once-over-lightly on how to sell shoes, but I have yet to find a company give its road men a good course in salesmanship before sending them out.

National and regional shoe fairs are additional examples of how we are completely indifferent to changing times. We hold our fairs at conflicting times. We often hold them out of season. Just a few years ago we advanced the spring show from January to October, and we're still wondering what happened to our December business. We have too many showings—more than 200 a year.

We seem to hold them for one thing and one thing only—the selling of shoes. We fail miserably in taking advantage of the opportunities fairs offer for a heart-to-heart discussion of our problems at all levels. A few regional shows do have clinics for open discussions, but most of them have no such provisions. The National Shoe Fair has a clinic that can be attended by appointment only, but with several thousand retailers on hand it's obvious that only a few have an opportunity to improve their ideas or opinions. There are no open

meetings for general discussions. Compare this with the National Retail Dry Goods Association. This group has one general meeting which in turn is broken down into about 30 smaller meetings. Each has a speaker and an open forum. Members of this association *want* to learn about their industry. Why don't shoe men have the same interest?

I believe that retailers who handle our shoes *are* interested in such discussions. Our company used a "talking it over room" at the recent National Shoe Fair for the benefit of anyone who wanted to take advantage of it. All were welcome to come in and discuss their ideas, unburden their troubles, to get and give advice. It proved of great benefit to our customers and to our company. It will be continued each year in the future.

Needed: Better Promotion

The shoe industry must take definite steps to make the buying public "shoe conscious." This is an old quip, but in an age of high-power public relations, super advertising and positive publicity it is true. I've already discussed the dismal failure retail outlets make of displaying and advertising shoes. Other levels of the industry are just as lax. Most of the advertising done by manufacturers is geared to *impress the retailer*—rather than the *public*.

One of the reasons for this is the overpopulated condition of the industry. The need for an order is so great that the interest of the industry is always secondary. There are few "students of" the shoe industry. In my opinion, individuals would gain more by industry advancement than by self-advancement. For example, one group of dress manufacturers in St. Louis has shown remarkable growth (as individuals *and* as a group) since they began to advance the industry rather than themselves. This small group, it is interesting to note, has a bigger appropriation for advertising and public relations than does the entire shoe industry as a group.

Where does this lack show up in our industry? Take a look at the fashion magazines—any of them. While the shoe industry, in its feeble way, was building up "go with" and "occasion" shoes, the fashion magazines were building up the opera pump. I wrote to many editors, and some of the replies were almost un-



believable. The reason for the opera pump complex, according to one editor, was "because they go with so many dresses." I would like to sit in on the conversation between the editors and the dress industry if they played up a dress that would go with many pairs of shoes!

I have written to editors, asking why they show a beautifully dressed lady with hat, gloves, belt, umbrella and luggage, and then cut her off below the knees. One answer: "There is a fashion trend in layouts, just as there is in any other form of visual presentation, and this is the prevailing trend at the present time."

That magazine, with a "trend" away from showing shoes, was selling space to shoe makers and retailers for many thousands of dollars per page! One editor, whose book charged as much for advertising, coolly informed me that "we need more space to show other items."

Whose fault is this? Ours, of course. We lack industry-wide "punch" and "know how." We have no program that will create in the public mind (By that I mean *everyone outside* the shoe industry.) the idea that shoes are a major part of the apparel industry, not just accessories as is costume jewelry. Because shoes are a necessity—and we do

"pretty well in shoes" during good times or bad—we have become sluggish compared to other industries.

We need "in addition to" rather than "in place of" sales. Per capita consumption has remained unchanged for 40 years. But we will not have such sales until we have a complete understanding between levels in the industry. We infrequently do original things in shoes. As a result, the retailer criticizes the manufacturer on this score. When the manufacturer does put out new things the retailer infrequently buys them. It's a vicious circle which can be broken only by a concerted, cooperative effort on the part of all concerned.

No. 1 Obstacle to Progress

The greatest obstacle facing our industry today, in my opinion, is our lack of knowledge of it and our unwillingness to gain that knowledge in order to work toward industry improvement. I have tried to outline a few of the ills which must be ironed out *by us* before we can expect the public to give us that support which we all want—and need.

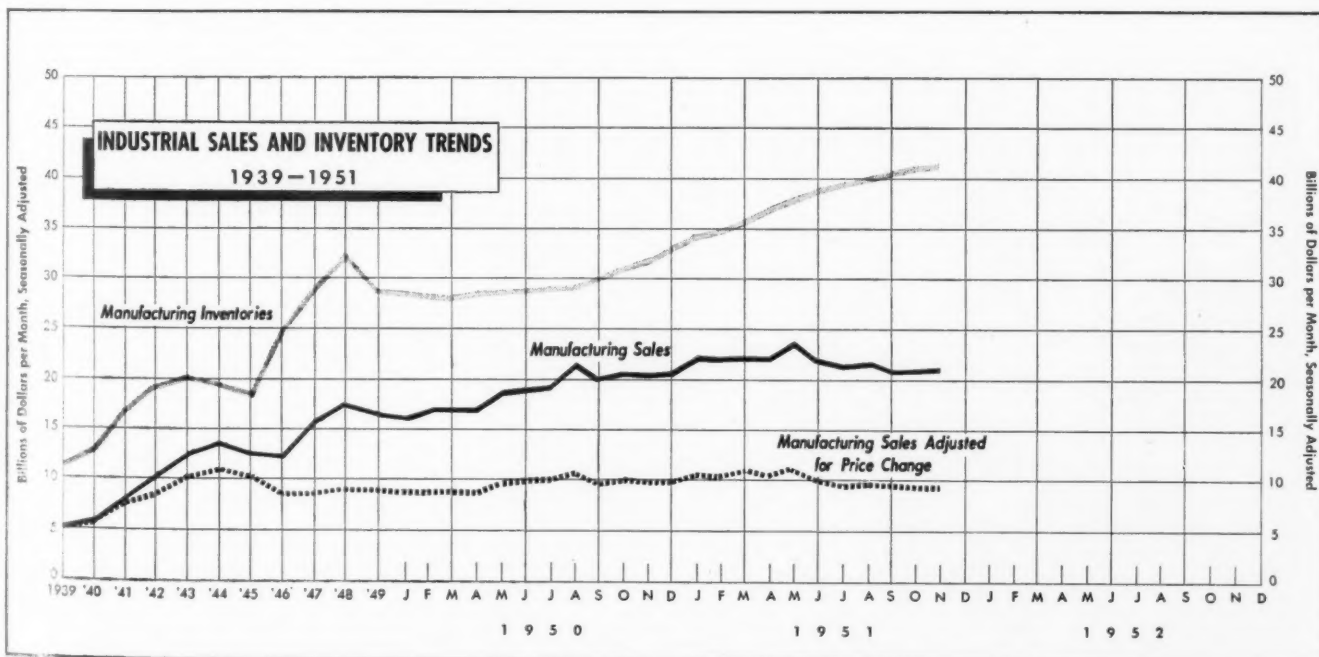
The average citizen is not aware that he has two complete units in shoes, not one as in a hat, or slacks, or dress or coat. He wears a hat an

hour or two a day. He wears shoes 12 to 18 hours. He has weight on his shoes. They are exposed to snow and rain and heat. They are on a hard or rough surface all the time. Shoes are not adjustable. Shoes are repairable. Shoes are the cheapest of all wearing apparel, for the service they render, but for some reason we carefully guard that secret.

Even so, shoe prices could be reduced quickly and substantially if we were willing for it to happen, by:

1. Improving per-capita consumption.
2. Getting the production (less than 500,000,000 pairs) and possible production with present factory setup (approximately 700,000,000 pairs) figures closer together.

I have spent a great deal of time studying the problems of our industry. I do not claim to have the answers—at least all of them. But one thing is obvious: The over-all shoe picture will never be made better by people like me giving lectures or writing articles. The industry requires some changes—some *action*. It will not be made better from a desk. But it will be made better from a table—a large, round table, with people sitting around it, talking, not *to*, but *with* each other.



Manufacturers' sales in November amounted to \$21.2 billion (seasonally adjusted), but in terms of 1939 wholesale prices for manufactured goods, this would represent \$9.6 billion of shipments, an increase of about 90% since 1939. In recent months, then, gains in

the manufacture and shipment of defense goods have been somewhat more than offset by declines in civilian goods output, although here the declines affect the consumer durables most heavily, although textile shipments also lag considerably behind 1950 shipments.

Advertising

MEDIA... AGENCIES... SERVICES

CBS-TV Stresses 4-Season Programming and Selling

CBS Television Network has been measuring the summer season in terms of spendable income and retail sales, and relating these to the TV-advertising picture. The results are told in the new sales presentation titled "It Takes Four Quarters to Make a Dollar" which is being distributed by the network to advertising agencies, clients and the business press, as well as to each CBS-TV station.

Based on the motif that "just as a sound dollar is four quarters strong, a business year is, and ought to be, four quarters long," the study shows that spendable income is larger in summer than either winter or spring. The factory payroll is second largest in summer, as is retail selling in that season. By retail classifications summer is the number one season for durable goods stores, automobile dealers,

filling stations; number two season for non-durable goods stores, household appliances, food retailing. It is a better season than winter and about the same as spring for drug stores. It is a \$2½ billion season for department stores and installment credit mounts faster in the hot months than at any other time of year.

The presentation goes on to review the habits of television viewers during the summer and then shows the large audiences CBS Television advertisers reached during the past summer, as well as how profitable the operation was.

To show how network television has come into its own as a 52-week medium, the presentation quotes from an Advertest Research survey made in homes in the New York-New Jersey area. Questioning was conducted in 767 television homes over a nine-day period, from August 3-11, 1951. The sample included 50% men



JOHN A. DRAKE, newly elected vice-president of Hicks & Greist, Inc.

and 50% women. The findings showed that television keeps working for advertisers right through the summer. Hours of set usage drop only 15.3% in summertime—from 5.04 hours in winter to 4.27 hours in summer. On the average summer day, 72.2% of the Advertest respondents watch television. The average number of hours for these watchers is 3.06. Average number of hours for all respondents is 2.21.

These 2.21 hours that the average individual watches on a summer day add up to more time than he spends with radio (1.14), newspapers (.92), or magazines (.28).

This past summer, according to the CBS presentation, all of the network's major clients remained on the air during July and August and found it a profitable operation because most of them retained all their stations and in many cases picked up additional markets. They maintained audience viewing habits in their time periods for the fall season. They reached large audiences, in many cases exceeding the average for the October-April season. These audiences were reached at low-cost-per-thousand, often lower than during the October-April period.

The presentation shows a comparison of the October 1950-April 1951 ratings with the July-August 1951 ratings for 11 CBS-TV programs, revealing that average ratings dropped only 8% in summer months, while the average number of homes reached jumped 13.8%. Average viewers-per-set dropped only 6.7%, while the average number of viewers increased 8.9%.

The presentation also demonstrates that summer replacement shows do well and that new programs build up audiences during the summer.

In its final section, the presentation points out how last summer was a profitable one for advertisers on CBS-TV. By staying on the air 52 weeks, each advertiser earned a regular 10% annual discount on time



CELEBRATING opening of New England *Business Week* News Bureau in Statler Office Building, Boston: (left to right) Walter A. Stewart, president of American Optical Company of Southbridge; Elliott V. Bell, editor and publisher of *Business Week*; Paul Montgomery, senior vice-president of the Publishing Division; John Hartshorne.

Greater results from Your next Sales Contest!



● Today the newest and "hot-test" idea in Sales Incentive Plans is to make holidays go to work for you! Results are amazing!

To make your salesmen go "all-out" in your next sales contest—meet and exceed their quotas—Resort offers a **TESTED PLAN!**

Featured in it are the best prizes of all...ready-made, low-cost, travel "packages"—7-Day, all-expense Holiday Tours to Nassau, Haiti and Havana. Also tailor-made group trips on an individual flight basis.

Let our specialized "know-how" help you build an outstanding program. Write, wire or phone for details of our Contest Plan.

Resort Airlines 369 LEXINGTON AVE. NEW YORK, N.Y.



Phone MURRAY
Hill 3-7552

Radio Still Dominates THIS RICH MARKET



No other signal covers the South Bend market like WSBT. Radio sets in use are up to an all-time high of 32.8!

WSBT's share of audience at 66.6 is way above the national average. And here television is insignificant

because no consistently satisfactory TV signal reaches South Bend. Don't sell this rich market short. Wrap it up with WSBT radio.

30 Years on the Air

PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

DECEMBER 15, 1951

105

costs. Applying this discount to eight summer weeks, it meant that each advertiser got 5.2 weeks (of the eight) free of time costs. In other words, for eight summer weeks, each advertiser saved 65% of his time costs. This means that each advertiser who reached anywhere near the number of viewers in July and August that he reached during the October-April season actually delivered his sales messages at a lower cost-per-thousand in summer than during the October-April season.

88 Markets Measured By Hearst Ad Service

Nearly two-thirds of this country's population, both individually and as families, live in the 88 major market cities of the United States. They account for even higher percentages of sales dollars spent annually in the U. S.

Hearst Advertising Service has just completed a sales analysis of these top 88 markets. Using the Audit Bureau of Circulations' City and Retail Trading Zones to set boundaries, H.A.S. has created a boxscore which relates various sales and other categories of these cities to the order of magnitude of their populations.

Listed in order of population, the following categories are shown for each city in both total amounts and percent of U. S.: Families; total retail store sales; food store sales; general merchandise store sales; furniture-household-radio store sales; automotive store sales; passenger car registrations; drug store sales; liquor outlet sales; Net Effective Buying



FRED M. THROWER, appointed vice-president in charge of sales for CBS-TV network, was formerly vice-president in charge of television sales for the American Broadcasting Co.

Income; wholesale sales. At the bottom of the tables—for each category—are shown gross totals for the 88 markets, less overlap, and a net total.

In addition to the boxscore tables, Hearst Advertising Service has dramatized the marketing concentration in the U. S. with distort maps and colored overlays. It may readily be seen, for instance, that San Antonio, Tex., though about a third more populous than Duluth, Minn., accounts for approximately twice the drug store sales of the Northern city.

The analysis reports that, although these 88 major markets comprise less than two thirds of the nation's population—63.654%, and of its families—64.597%, they account for more than their share of buying and selling across the country. With the exception of passenger car registrations—64.095%, and automotive store sales—64.348%, these 88 cities' shares of sales in the studied categories

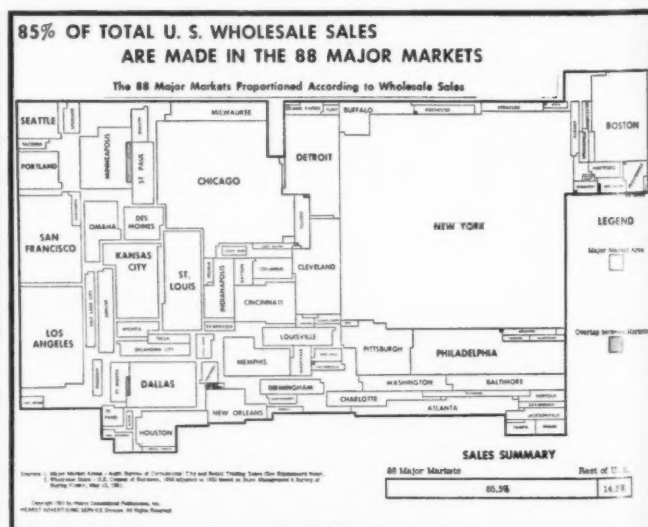
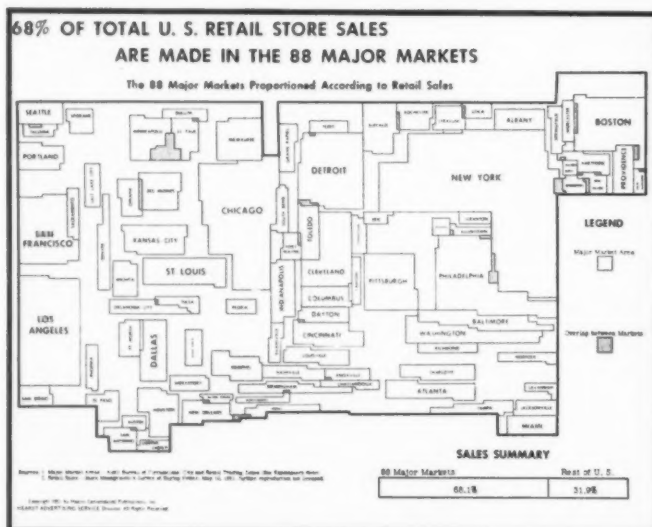
range from total retail store sales—68.057%, to 85.476% for wholesale sales. All of these percentages mentioned are net.

Sources for this 88-market summary of economic data are: Population—U. S. Census, Preliminary; passenger car registrations—Motor Vehicle Registrations as of July 1, 1950 from R. L. Polk & Co.; liquor outlet sales—U. S. Census of Business, 1948; wholesale sales—U. S. Census of Business, 1948, adjusted to 1950 based on SALES MANAGEMENT'S Survey of Buying Power, May 10, 1951. All other categories contained in the report are based on SALES MANAGEMENT'S Survey of Buying Power, May 10, 1951.

New Posts

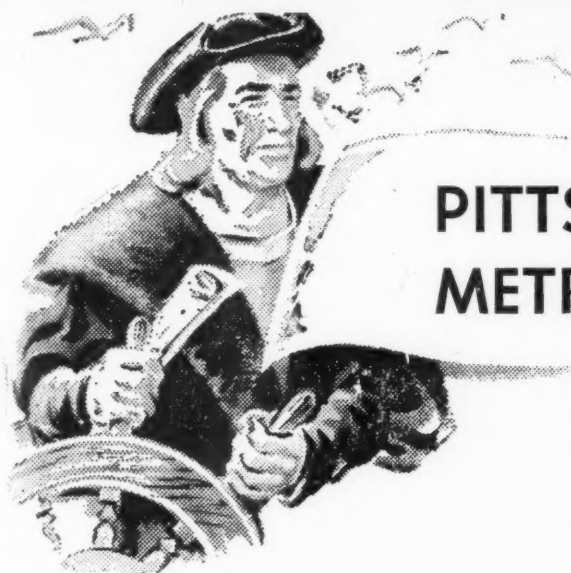
Ted Lord, formerly with *Farm Journal* and *Pathfinder*, is named associate advertising manager of *Farm and Ranch-Southern Agriculturist*. Sixteen of Mr. Lord's 22 years of experience in the publishing business have been devoted to farm media. He was most recently director of research for *Farm Journal* and *Pathfinder*. . . . Joseph A. McDonald, presently a vice-president of the American Broadcasting Co., will return to the National Broadcasting Co. in an executive post on January 1. He had previously been with NBC from 1931 to 1945. . . . Arthur E. Duram, former sales manager of Columbia Broadcasting System's television network, has joined Fuller & Smith & Ross, Inc., as director of television and radio activities. . . . John E. Shepherd who was director

CITY MARKETS OF U. S. CHARTED IN IMAGE OF SALES



DISTORT MAPS of the United States dramatize concentration of retail sales (left) and wholesale sales (right) in Hearst Advertising

Service's analysis of the 88 major city markets in the country as based upon SALES MANAGEMENT'S Survey of Buying Power.



DISCOVER

PITTSFIELD'S METROPOLITAN MARKET!

Local Buying Puts Pittsfield Ahead of

| | | |
|----|---------------|-------------------------|
| 22 | larger cities | in Food Sales |
| 33 | " | " " General Merchandise |
| 14 | " | " " Furniture Household |
| 9 | " | " " Retail |
| 8 | " | " " Automotive |
| 57 | " | " " Family Income |
| 27 | " | " " Per Capita Income |

SUPERIOR IN 7 OUT OF 9 GROUPS!

| | Rank | Per Capita | % Above Average |
|---------------------------|------|------------|-----------------|
| Population | 109 | | |
| Retail Sales | 100 | \$1,324 | 44% |
| Food | 88 | \$ 330 | 56% |
| General Merchandise | 77 | \$ 162 | 48% |
| Furniture—Household | 96 | \$ 77 | 51% |
| Automotive | 101 | \$ 259 | 34% |
| Per Capita Income | 83 | \$1,490 | 14% |
| Per Family Income | 57 | \$5,319 | 18% |

FOR 100% COVERAGE—PLUS—IN PITTSFIELD, MASS.

Schedule Your Ads In

The Berkshire Evening Eagle

Represented by The Julius Mathews Special Agency, Inc.

of marketing for *Esquire* and *Coronet* magazines, has joined Fletcher D. Richards, Inc., as director of research and merchandising. He is vice-president of the American Marketing Association. . . . Edward H. Benedict, former assistant TV network sales manager at ABC, has joined J. M. Mathes, Inc. . . . I. R. Rill, specialist in food and drug advertising, joins Duane Jones Co.

Time Buyers Listed On 2,000 Accounts

A refinement of the rather inexact science of isolating media time buyers and identifying them with their accounts has been developed by Executives Radio-TV Service, publisher of the quarterly "FACTUARY." Published under the title, "TIME BUY-

ERS REGISTER," this new semi-annual service book catalogs the names and addresses of more than 1,000 agency time buyers and over 2,000 national



SAMUEL H. NORTHCROSS is appointed vice-president and business manager, Television Department, William Esty Co. which he joined in 1949.

and regional accounts for which they buy time.

The new publication differs from other agency lists in the field in that it identifies the precise buyer on each account. For that reason it is represented by its publisher as an "ideal direct mail tool" for sales and sales promotion executives in radio and television stations; also their representatives.

Advertising agencies have cooperated in the compilation of the volume to the end that its use by stations and other firms allied to broadcasting may go far in eliminating much of the duplication and misdirection of mail to time buyers.

It will be published twice annually and is available by single copy or annual subscription. The standard rate for the book has been set at \$15 an issue.

How Much the Sales Chiefs Made In Salary and Bonus at:

(continued from page 30)

contribution of \$35,163 to a \$20,000 retirement pension.

Here are some additional companies whose sales managers aren't high enough to have lost their financial privacy:

International Harvester Co., where Theodore B. Hale, vice-president, general sales, is neither on the board nor one of the three top pay officers.

Standard Oil Company of New Jersey, which neither makes nor sells anything but only owns companies that do. Its sales affiliate, Esso Standard Oil Co., need not report so that the income of its president, Stanley C. Hope, who of course is a marketing man, isn't shown.

At General Motors Corp. it's the vice-president, financial policy, and the executive vice-president who rank after President Charles E. Wilson who earns \$201,300. William F. Hufstader, vice-president in charge of the distribution staff and Wilbur H. Norton, vice-president, parts merchandising, are not board members.

Production men and the general counsel lead in income at Gulf Oil Corp. There are several regional vice-presidents of domestic marketing: R. M. Bartlett, Clement M. Gile, H. P. Hobart and H. G. Meador, whose earnings need not be reported.

The Pure Oil Co. has two men with titles of marketing vice-president, plus assistant vice-presidents of wholesale marketing and of retail marketing. However, they are not among the three highest paid at Pure Oil.

Koppers Co., Inc., whose coal is largely used by related public utilities, is run by General Brehon B. Somervell at a 1950 salary of \$102,733. Behind him are production men. The various vice-presidents head such divisions as finance, production, gas and coke, etc.

However, companies in which the sales manager is near the top seem, on the basis of a small sample, to predominate. And it's natural that they should. For most companies are not so big that the major part of the business is finance, law, research or filling more or less assured orders. They're just part of the market, and the men whose departments bring in the money count. Among them:

At Swift & Co. O. E. Jones is the vice-president in charge of advertising, branch house sales, plant sales, contract sales, sales training, etc. He's on the board. In 1950 he grossed \$60,000. Head man, money-wise, is

John Holmes, the president, whose earnings were \$100,000, with William B. Traynor, treasurer and vice-president following with \$70,000.

The latest Bethlehem Steel Co. report, for 1949, showed that Paul Mackall, vice-president, sales, and a director since 1932, received \$90,000 salary plus \$122,660 incentive pay. He was third from the top, eclipsed by the president and the chairman.

A. vanderZee, Chrysler Corp. vice-president in charge of sales and board member since 1946, showed these 1950 earnings: \$101,650 salaries and fees; \$80,000 contingent compensation; \$11,559 company contributions to a \$21,600 retirement pension.

Both Thomas J. Wood, vice-president in charge of sales, and Howard J. Morgens, vice-president in charge of advertising, hold The Procter and Gamble Co. board posts. In 1950 both received salaries of \$90,000 plus \$50,000 incentive pay.

Standard Oil Company of Indiana reports the pay both of R. Flake Baity, vice-president in charge of sales, and Dwight F. Benton, general manager of sales. Mr. Baity earned a salary of \$58,000 in 1950 and the company paid \$6,165 toward a \$21,743 pension. Mr. Benton drew \$40,000 salary and was the beneficiary of a \$3,886 payment toward a \$17,198 pension. For comparison, the salary of the chairman was \$132,500, of the president, \$122,500 and the production chief, \$97,500. Although the sales executives were not among the top three, they are on the board.

On the board of Socony-Vacuum Oil Co., Inc., are Wilber F. Burt, vice-president in charge of supply and distribution and A. L. Nickerson, formerly domestic marketing and now vice-president of foreign operations. Mr. Burt's 1950 salary was \$75,925 with \$6,349 contributed toward a pension and that of Mr. Nickerson \$51,000 plus \$1,434 pension benefits.

Although he holds no board post, Republic Steel Corp.'s J. M. Schlendorf, vice-president in charge of sales, ranks third among officers in pay. His 1950 salary was \$97,500. The company contributed \$34,709 toward an \$18,334 pension. For comparison, Tom Girdler, chairman, got a salary of \$279,166, plus payments toward a \$50,000 annuity and C. M. White, president, \$258,333 with rights to the same pension.

Cluett, Peabody & Co., Inc., reports the earnings of both Elbert O.

Hand, vice-president in charge of sales and Robert L. Palmer, charged with merchandising, both of whom rank directly behind the president. They both got a salary of \$44,571. Mr. Hand was the beneficiary of \$1,583 premiums on a \$9,889 pension and Mr. Palmer of \$1,131 on an \$11,477 pension, which will be additional to a \$12,500 pension.

In addition, in May 1950, the company offered stock at \$22.775 a share, then quoted at \$23.50, with 5% to be paid down and the rest in 10 years. Mr. Hand and Mr. Palmer both subscribed to 1,750 shares, going into debt to the company for \$37,951.

In total payments, Jean Despres, executive vice-president of sales at Coty, Inc., ranked second in money drawn. He got \$36,420 salary plus a \$13,000 bonus. Chairman Grover Whalen got \$36,300 salary and a \$10,000 bonus and president Phillip Cortney \$42,520 salary and a bonus of \$10,000.

General Wood's Income

Sears, Roebuck's mail order merchandise manager, Frederick R. Michaels received this compensation: salary, \$31,008; \$23,000 bonus and \$1,280 share in the profits with \$8,075 paid toward a pension. General Robert E. Wood, chairman of the board, was paid thus: \$75,000 salary; \$40,000 bonus; \$1,280 share in the profits and \$10,258 toward a pension. For President Fowler B. McConnell payments were: \$75,000 salary; \$45,000 bonus; \$1,280 share in profits and \$6,098 toward a pension.

Only William C. Krueger, president, G. Krueger Brewing Co., and C. Leo May, sales vice-president, are in the \$25,000 bracket at the brewing company. Mr. Krueger got a salary of \$65,000 plus \$14,495 payments toward an annuity and May received the salary of \$35,600, with \$5,398 contributed toward an annuity. Krueger himself devotes much of his time to the sales side.

J. J. Loynd, vice-president of sales at Parke, Davis & Co., earned \$43,000 salary and was the beneficiary of \$4,471 payments against an \$8,841 pension. He was outranked only by President A. W. Lescohier with \$60,000 salary and payments of \$30,607 on a \$10,000 pension.

Devoe & Reynolds Co., Inc.: Renshaw Smith, Jr., vice-president in charge of Trade Sales Division (wholesale and retail): \$30,000 salary; \$27,886 share in the profits; \$2,954 payments on a \$7,555 pension. E. P. Kelly, division sales manager: \$17,000 salary; \$12,373 share

Tell it to Kimberly-Clark

An idea exchange service for
advertisers and buyers of printing

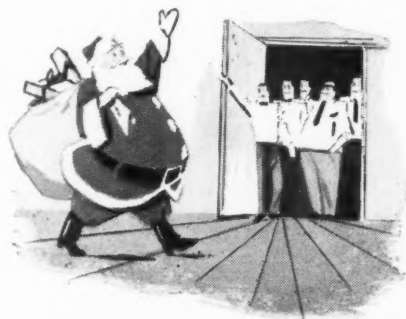
The ad that actually smelled good!

In introducing a new deodorant soap via four-color newspaper space in Chicago, it was important for us to emphasize the pleasant scent of our product. Working with ink manufacturers, Armour and Company chemists discovered a way to mix a 15% solution of the soap's perfume and red ink, thus "scenting" the advertisement. This unusual device caused a great deal of comment in Chicago the day the ad appeared—even the buses and streetcars "smelled good." But needless to say it helped greatly in getting our new campaign off to a sensational and successful start.

R. E. Whiting,
Armour and Company
Chicago, Illinois

Don't forget the "back room boys" at Christmas!

Last year at Christmas time, it struck us that our contacts with suppliers were limited to their salesmen. They were the ones from whom we demanded rush service and special attention; yet the actual work was on the shoulders of the



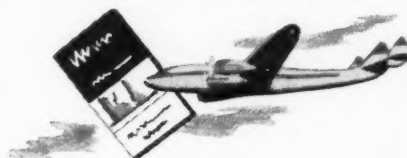
"boys in the back room"—engravers, compositors, pressmen, truck drivers and the like. We couldn't send each one a gift, but we did obtain their names and draft a letter combining our thanks for their extra efforts with best wishes for Christmas and the New Year. The response proved that our letter was appreciated, and furthermore, reciprocated by outstanding service.

John Eckels, Copy Chief,
Perry-Brown, Inc.,
Cincinnati, Ohio



Folder provides double service

Most promotional pieces are considered successful if they accomplish one purpose, but this folder handled *two* with ease. Because many people are unaware of the travel agent's important function, we prepared a folder telling *his* story, and offered name-imprinted copies to each agent free of charge. Our first run of half a million has already been quadrupled, and we believe much has been accomplished in the way of consumer education. Secondly, since travel agents represent other carriers too, we know Pan American



has gained a valuable benefit in "dealer relations." Thus we were able to provide a service to our customers *and* our agents as well—with one folder. If your promotional piece answers a marketing problem, the resulting benefit (in this case, good will) may very well offset the cost.

Melville E. Stone,
Pan American World Airways,
New York, N. Y.

Do you have an item of interest?

Tell it to Kimberly-Clark!

Any item of interest pertaining to advertising or printing is acceptable, and becomes the property of Kimberly-Clark. For each published item, a \$50 Defense Bond will be awarded to the sender. In case of duplicate contributions, only the first received will be eligible for an award. All contributions should be addressed to Idea Exchange Panel, Room 159, Kimberly-Clark Corp., Neenah, Wis.

* * *

Remember—you add crisp freshness and sparkling new sales appeal to advertising pieces, brochures, reports, house organs—when they're done on fully-coated Kimberly-Clark printing papers. For brighter, sharper, smoother reproduction in any fine letterpress or offset printing job, specify Kimberly-Clark.

Kimberly-Clark Corporation

NEENAH, WISCONSIN

Quality Machine-Coated Printing Papers

Hifect* Enamel Lithofect* Offset Enamel Trufect* Multifect*



© KIMBERLY-CLARK CORP.
U. S. REG. U. S. PAT. OFF.

DECEMBER 15, 1951

109

in profits; \$1,217 payments on a \$3,560 pension. R. A. Plumb, holding the same title: \$15,000 salary; \$11,155 share in the profits. President E. S. Phillips got a salary of \$50,000, a \$100,391 share of the profits and was the beneficiary of \$9,293 payments on a \$15,230 pension. The respective figures for W. C. Dabney, president, were \$42,000, \$100,391, \$6,784 and \$12,824.

The Champion Paper & Fibre Co.: Herbert W. Suter, vice-president and director of sales, receives \$76,533 salary and \$1,165 paid on a \$9,193 pension. Reuben B. Robertson, chairman, \$100,485 salary; R. B. Robertson, Jr., president, \$86,477 salary and \$3,222 for a \$26,343 annuity.

Sunshine Biscuit, Inc.: Ralph Schust, sales manager, \$37,000 salary, \$8,000 bonus, and \$1,448 on a \$10,569 pension; Hanford Main, president and treasurer, \$75,000 salary; \$10,000 bonus and \$3,102 for an \$11,433 pension; M. G. Johanning, executive vice-president, \$40,000 salary; \$10,000 bonus and \$1,448 paid on a \$10,569 annuity.

Beech-Nut Packing Co.: Both R. J. Hooven, vice-president in charge of food sales, and J. S. Ellithorp, Jr., president, got \$28,750 salary and \$3,750 additional payments. Mr. Hooven was the beneficiary of \$2,690 premiums on a \$6,624 pension and Mr. Ellithorp of \$3,809 premiums on \$6,945 annuity benefits.

The Manhattan Shirt Co.: Louis C. Stengel, Jr., vice-president in

charge of sales and advertising, salary, \$37,500 and pension payments of \$2,761 on a \$9,244 pension. President Robert L. Leeds, \$70,000 salary and \$6,245 premiums on a \$10,000 pension; Julius C. Leeds, chairman, \$45,000 salary; Sylvan Geismar, executive vice-president in charge of operations, \$60,000 salary and \$11,644 paid on a \$10,000 annuity.

American Woolen Co.: Charles H. Silver, general sales manager in charge of advertising and vice-president, got \$80,000 salary and was beneficiary of \$9,535 paid on a \$19,200 pension. Francis W. White, who served only part of the year as president, received \$91,736 salary and was the beneficiary of \$8,088 premiums on a \$13,744 annuity.

Munsingwear, Inc., doesn't identify its present sales manager, but notice that President Coy C. Humphrey had stepped into that job in 1947 from the sales manager's post. In 1946 he had received \$26,200 salary, \$2,575 bonus while \$1,212 was contributed to a \$4,128 pension. The 1950 payments were \$32,675 salary, \$26,292 bonus and \$3,805 paid on a \$7,291 pension.

Julius Kayser & Co.: William B. Terry, vice-president in charge of sales, \$20,500 salary, \$8,745 bonus, and \$5,298 paid on a \$4,008 pension; President Theophil H. Mueller, \$38,000 salary, \$30,887 bonus, and \$9,386 paid on an \$8,976 pension.

Carpet Pay Range

Alexander Smith & Sons Carpet Co.: Wilbert C. Hammel, vice-president in charge of sales, \$33,000 salary, \$17,384 bonus and profit sharing, \$2,421 on a \$7,410 pension; William F. C. Ewing, president, \$57,197 salary, \$12,875 bonus and profit sharing and \$3,487 on an \$11,895 pension. Houlder Hudgins, president of Sloane-Blabon Corp., which was recently merged: \$67,500 salary, \$6,500 bonus and \$6,311 contributed to a \$15,000 pension.

At Real Silk Hosiery Mills, Inc., C. C. Knox, vice-president and general sales manager, on \$33,229 total remuneration, was the only officer or director identified.

Industrial Rayon Corp.: William D. Benson, vice-president in charge of sales, salary, \$40,000, bonus, \$15,000; Hiram S. Rivitz, chairman, and Hayden B. Kline both drew \$75,000 salary and bonuses of \$50,000. For the chairman there was a \$26,106 payment on a \$10,740 pension and for the president \$14,495 contributed to a \$21,600 pension.

Simmons Co.: Norman T. Gilroy, vice-president in charge of sales, sal-

ary, \$48,750, bonus, \$15,000 and \$8,385 on a \$16,179 annuity; Grant G. Simmons, president, \$75,000 salary, \$25,000 bonus and \$19,422 contributed on \$23,979 pension benefits; George D. Wrightson, senior vice-president and general manager, \$65,000 salary, \$20,000 bonus and \$18,874 paid on a \$20,379 annuity.

Pacific Mills: J. E. Bradley, vice-president sales, Cotton and Rayon Division, in charge of sales and merchandise, salary, \$47,000, incentive pay, \$40,000 and \$7,557 premium on \$22,805. Henry M. Bliss, president and treasurer, \$80,000 salary, \$65,000 incentive pay, \$12,696 premium on a \$25,000 pension. E. Dean Whalen, vice-president, Worsted Division, \$52,000 salary, \$45,000 incentive pay and \$9,550 on a \$23,649 annuity.

What Old Gold Pays

P. Lorillard Co.: Lewis Gruber, general sales manager, domestic and export, \$27,302 salary, \$13,000 incentive pay, \$2,775 on a \$7,575 pension; Alden James, director of advertising, \$25,609 salary, \$9,000 incentive pay, \$907 payment on \$5,440 pension. There were five vice-presidents between Mr. Gruber and top-ranking Herbert A. Kent, president, who earned \$60,000 salary, \$37,286 incentive pay with \$12,756 paid on a \$17,539 pension.

Lily-Tulip Cup Corp.: F. K. Doscher, vice-president in charge of sales, salary, \$24,509, bonus, \$14,906, \$2,740 paid on a \$5,111 pension. President Walter J. Bergman earned \$45,009 salary, \$30,000 bonus and was the beneficiary of \$4,778 premium on a \$10,241 pension. For Henry Nias, chairman, there was a salary of \$40,009 and \$20,000 in bonuses.

This list of companies seems to be fairly typical. Sometimes you get companies a little different. At Eureka Division of Eureka Williams Corp. L. A. Casler of the advertising firm Casler, Hempstead and Hanford, Inc., sits on the board. His firm got \$65,663 for "planning and preparation of advertisements, sales promotion and publicity and for administration of its dealer cooperative advertising." Henry W. Burritt, president, salary, \$50,000.

Carl Byoir, Carl Byoir & Associates, Inc., public relations, sits on the board of Schenley. In 1949 his firm got \$106,661 and in 1950 \$109,980 for public relations work.

It goes without saying, that the salaries, bonuses, etc., listed above are not take-home pay. They're all reported before taxes.

NEW JERSEY'S FOURTH LARGEST MARKET



This is the third in a series of 10 week continuing studies conducted in over 10% of all grocery store outlets throughout Bayonne.

10 week surveys of Margarine, Instant Coffee and now Soap Flakes have been tabulated by brands, sizes, sales, type of outlet, etc.—and are yours for the asking.

Send or call for complete details of current and contemplated grocery store surveys.

THE BAYONNE TIMES
"Bayonne cannot be sold from the outside"
NATIONALLY REPRESENTED BY
BOGNER & MARTIN

INDEX TO ADVERTISERS

Advertising Checking Bureau 28
Agency: Hamilton Advertising, Inc.
American Magazine 24-25
Agency: Campbell-Ewald Company, Inc.
American Telephone & Telegraph Co. 47
Agency: N. W. Ayer & Son, Inc.
Ampro Corporation 59
Agency: Ruthrauff & Ryan, Inc.
Architectural Record 74-75
Atlanta Journal & Constitution 63
Agency: D'Arcy Advertising Company

Banking 22
Agency: Royal & De Guzman
Bardwell & McAllister, Inc. 78
Agency: Elmer W. Ayer, Adv.
Bayonne Times 110
Agency: Harvey B. Nelson Advertising
Berkshire Evening Eagle 107
Better Homes & Gardens 96-97
Agency: Kudner Agency, Inc.
Bloomington Pantograph 78
Agency: Kane Advertising
Buffalo Courier-Express 2
Agency: Baldwin, Bowers & Strachan, Inc.

Chicago Sun-Times 23
Agency: John W. Shaw Advertising, Inc.
Chicago Tribune 4th Cover
Agency: N. W. Ayer & Son, Inc.
Cleveland Press 66
Agency: Fuller & Smith & Ross, Inc.
Consolidated Lithographing Corp. 20
Agency: The Wesley Associates

Davenport Times-Democrat 20
Agency: L. W. Ramsey Advertising Agency
Detroit News 1
Agency: W. B. Doner & Company
Duluth Herald & News-Tribune 79

Florida Newspapers 34
Agency: Newman, Lynde Assoc., Inc.
Flying Tiger Line, Inc. 30
Agency: Heintz & Co., Inc.
Forbes Lithographing Co. 13
Agency: James Thomas Chirurg Company, Inc.

Gould, Gleiss & Benn, Inc. 58
Agency: C. Franklin Brown, Inc.
Gray Mfg. Co. 29
Agency: Erwin Wasey & Company, Inc.
Greensboro News & Record 56
Agency: Henry J. Kaufman & Associates
Greenwich Time 99
Agency: Moore & Beckham, Inc.

Jam Handy Organization 2nd Cover
Agency: Campbell-Ewald Company, Inc.
The Schuyler Hopper Co. 49
House Beautiful 87
Agency: Anderson & Cairns, Inc.

Indianapolis Star & News 9
Agency: Sidener and Van Riper, Inc.

Kansas City Star 12
Kimberly-Clark Corp. 109
Agency: Foote, Cone & Belding
Life 11, 21
Agency: Young & Rubicam, Inc.
Los Angeles Times 82-83
Agency: Smalley, Levitt & Smith
Louisville Courier-Journal 98
Agency: Zimmer-McClaskey, Advertising

McClatchy Newspapers 32
Agency: J. Walter Thompson Co.
McGraw-Hill Book Co. 95
McGraw-Hill Publishing Co. 26-27
Agency: Fuller & Smith & Ross, Inc.
Market Statistics 64A
Maryland Glass Corp. 3rd Cover
Agency: VanSant Dugdale & Co., Inc.
Milwaukee Journal 5
Agency: Klau-Van Pietersom-Dunlap Assoc., Inc.
Minnesota Mining & Mfg. Co. 91
Agency: Batten, Barton, Durstine & Osborn, Inc.

National Broadcasting Company 68-69
Agency: J. Walter Thompson Co.
Nation's Business 4
Agency: Royal & De Guzman
New York News 64B-C
Agency: L. E. McGivena & Co.

Oklahoma Publishing Company 50
Agency: Lowe Runkle Company

Passaic Herald-News 90

R. C. A. 101
Agency: J. Walter Thompson Co.
Radiant Mfg. Corp. 93
Agency: Irving J. Rosenbloom Advertising
Resort Airlines 105
Agency: Elmo Ecker Agency
Roanoke Times & World News 94
Agency: Gasman-Levine Co.

St. Petersburg Times 99
Agency: Griffith-McCarthy, Inc.
Sales Tools 95
Agency: George F. Kohnke, Inc.
San Diego Union & Tribune Sun 57
Agency: Barnes Chase Company
Slick Airways, Inc. 58
Agency: The Caples Company
Southwest Publications Co. 80
Agency: George Knox & Assoc.
Spokane Daily Chronicle-Spokesman-Review 16-17
Agency: The Condon Company
Standard Outdoor Advertising 32A
Agency: Donahue & Coe, Inc.
Stein Brothers 100
Agency: The Phil Gordon Agency, Inc.
Strathmore Paper Co. 92
Agency: Abbott Kimball Co., Inc.
Successful Farming 31
Agency: L. E. McGivena & Co., Inc.
Sweet's Catalog Service 6-7
Agency: The Schuyler Hopper Co.
Syracuse Newspapers, Inc. 81
Agency: Flack Advertising Agency, Inc.

Telechron, Inc. 33
Agency: James Thomas Chirurg Company, Inc.
Thomas Register 3
Agency: W. N. Hudson
Tires Service Station 328
Toledo Blade 60-61
Agency: Charles F. Dowd, Inc.
Toronto Telegram 77
Agency: Harry E. Foster Advertising Limited
Trans World Airlines 22
Agency: Batten, Barton, Durstine & Osborn, Inc.
Troy Record Newspapers 73

U. S. News & World Report 18-19
Agency: The Caples Co.
United Van Lines, Inc. 10
Agency: Stanley L. Cahn Co.

WDIA (Memphis) 98
Agency: Cole & Co., Inc.
WHO (Des Moines) 14
Agency: Doe-Anderson Advertising Agency
WJR (Detroit) 53
Agency: MacManus, John & Adams, Inc.
WSBT (South Bend) 105
Agency: Lamport, Fox, Prell & Dolk, Inc.
WSJS (Winston-Salem) 51
Agency: Bennett Advertising, Inc.
Wall Street Journal 88
Agency: Bozell & Jacobs, Inc.
David White Co. 52
Agency: Klau-Van Pietersom-Dunlap Associates, Inc.
Woman's Day 71
Agency: Paris & Pearl
Woman's Home Companion 64D
Agency: McCann-Erickson, Inc.
Worcester Telegram-Gazette 89
Agency: C. Jerry Spaulding, Inc.

BOOST MIDWEST SALES!

Will build sales volume on advertised line or product on protected franchise basis in Chicago area. Prefer merchandise of high unit value in sundries, hard goods, or appliance field.

Distributor offers high type market coverage. Adequately financed. No draw. Commission or discount basis only. Box 2826, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGER

Or Assistant. Twelve years sales and merchandising experience food industry. Excellent record coordinating sales with advertising; training salesmen; marketing. Desires challenging position with future. Ideal family, age 40, college graduate. Box 2825, Sales Management, 386 Fourth Ave., New York 16, N. Y.

ATTENTION MANUFACTURERS

Do you want more and better coverage for your appliance, housewares and hardware line in the Michigan territory? A new sales agency headed by a well-known, successful operator is now being organized to cover this territory for good, quality lines to the appliance, housewares, hardware and variety field. This man is qualified by 20 years experience selling to jobbers, chains, department stores and premium accounts. Experience includes sales management for leading electric housewares manufacturers. Box 2824, Sales Management, 386 Fourth Ave., New York 16, N. Y.

in profits; \$1,217 payments on a \$3,560 pension. R. A. Plumb, holding the same title: \$15,000 salary; \$11,155 share in the profits. President E. S. Phillips got a salary of \$50,000, a \$100,391 share of the profits and was the beneficiary of \$9,293 payments on a \$15,230 pension. The respective figures for W. C. Dabney, president, were \$42,000, \$100,391, \$6,784 and \$12,824.

The Champion Paper & Fibre Co.: Herbert W. Suter, vice-president and director of sales, receives \$76,533 salary and \$1,165 paid on a \$9,193 pension. Reuben B. Robertson, chairman, \$100,485 salary; R. B. Robertson, Jr., president, \$86,477 salary and \$3,222 for a \$26,343 annuity.

Sunshine Biscuit, Inc.: Ralph Schust, sales manager, \$37,000 salary, \$8,000 bonus, and \$1,448 on a \$10,569 pension; Hanford Main, president and treasurer, \$75,000 salary; \$10,000 bonus and \$3,102 for an \$11,433 pension; M. G. Johanning, executive vice-president, \$40,000 salary; \$10,000 bonus and \$1,448 paid on a \$10,569 annuity.

Beech-Nut Packing Co.: Both R. J. Hoooven, vice-president in charge of food sales, and J. S. Ellithorp, Jr., president, got \$28,750 salary and \$3,750 additional payments. Mr. Hoooven was the beneficiary of \$2,690 premiums on a \$6,624 pension and Mr. Ellithorp of \$3,809 premiums on \$6,945 annuity benefits.

The Manhattan Shirt Co.: Louis C. Stengel, Jr., vice-president in

charge of sales and advertising, salary, \$37,500 and pension payments of \$2,761 on a \$9,244 pension. President Robert L. Leeds, \$70,000 salary and \$6,245 premiums on a \$10,000 pension; Julius C. Leeds, chairman, \$45,000 salary; Sylvan Geismar, executive vice-president in charge of operations, \$60,000 salary and \$11,644 paid on a \$10,000 annuity.

American Woolen Co.: Charles H. Silver, general sales manager in charge of advertising and vice-president, got \$80,000 salary and was beneficiary of \$9,535 paid on a \$19,200 pension. Francis W. White, who served only part of the year as president, received \$91,736 salary and was the beneficiary of \$8,088 premiums on a \$13,744 annuity.

Munsingwear, Inc., doesn't identify its present sales manager, but notice that President Coy C. Humphrey had stepped into that job in 1947 from the sales manager's post. In 1946 he had received \$26,200 salary, \$2,575 bonus while \$1,212 was contributed to a \$4,128 pension. The 1950 payments were \$32,675 salary, \$26,292 bonus and \$3,805 paid on a \$7,291 pension.

Julius Kayser & Co.: William B. Terry, vice-president in charge of sales, \$20,500 salary, \$8,745 bonus, and \$5,298 paid on a \$4,008 pension; President Theophil H. Mueller, \$38,000 salary, \$30,887 bonus, and \$9,386 paid on an \$8,976 pension.

Carpet Pay Range

Alexander Smith & Sons Carpet Co.: Wilbert C. Hammel, vice-president in charge of sales, \$33,000 salary, \$17,384 bonus and profit sharing, \$2,421 on a \$7,410 pension; William F. C. Ewing, president, \$57,197 salary, \$12,875 bonus and profit sharing and \$3,487 on an \$11,895 pension. Houlder Hudgins, president of Sloane-Blabon Corp., which was recently merged: \$67,500 salary, \$6,500 bonus and \$6,311 contributed to a \$15,000 pension.

At Real Silk Hosiery Mills, Inc., C. C. Knox, vice-president and general sales manager, on \$33,229 total remuneration, was the only officer or director identified.

Industrial Rayon Corp.: William D. Benson, vice-president in charge of sales, salary, \$40,000, bonus, \$15,000; Hiram S. Rivitz, chairman, and Hayden B. Kline both drew \$75,000 salary and bonuses of \$50,000. For the chairman there was a \$26,106 payment on a \$10,740 pension and for the president \$14,495 contributed to a \$21,600 pension.

Simmons Co.: Norman T. Gilroy, vice-president in charge of sales, sal-

ary, \$48,750, bonus, \$15,000 and \$8,385 on a \$16,179 annuity; Grant G. Simmons, president, \$75,000 salary, \$25,000 bonus and \$19,422 contributed on \$23,979 pension benefits; George D. Wrightson, senior vice-president and general manager, \$65,000 salary, \$20,000 bonus and \$18,874 paid on a \$20,379 annuity.

Pacific Mills: J. E. Bradley, vice-president sales, Cotton and Rayon Division, in charge of sales and merchandise, salary, \$47,000, incentive pay, \$40,000 and \$7,557 premium on \$22,805. Henry M. Bliss, president and treasurer, \$80,000 salary, \$65,000 incentive pay, \$12,696 premium on a \$25,000 pension. E. Dean Whalen, vice-president, Worsted Division, \$52,000 salary, \$45,000 incentive pay and \$9,550 on a \$23,649 annuity.

What Old Gold Pays

P. Lorillard Co.: Lewis Gruber, general sales manager, domestic and export, \$27,302 salary, \$13,000 incentive pay, \$2,775 on a \$7,575 pension; Alden James, director of advertising, \$25,609 salary, \$9,000 incentive pay, \$907 payment on \$5,440 pension. There were five vice-presidents between Mr. Gruber and top-ranking Herbert A. Kent, president, who earned \$60,000 salary, \$37,286 incentive pay with \$12,756 paid on a \$17,539 pension.

Lily-Tulip Cup Corp.: F. K. Doscher, vice-president in charge of sales, salary, \$24,509, bonus, \$14,906, \$2,740 paid on a \$5,111 pension. President Walter J. Bergman earned \$45,009 salary, \$30,000 bonus and was the beneficiary of \$4,778 premium on a \$10,241 pension. For Henry Nias, chairman, there was a salary of \$40,009 and \$20,000 in bonuses.

This list of companies seems to be fairly typical. Sometimes you get companies a little different. At Eureka Division of Eureka Williams Corp. L. A. Casler of the advertising firm Casler, Hempstead and Hanford, Inc., sits on the board. His firm got \$65,663 for "planning and preparation of advertisements, sales promotion and publicity and for administration of its dealer cooperative advertising." Henry W. Burritt, president, salary, \$50,000.

Carl Byoir, Carl Byoir & Associates, Inc., public relations, sits on the board of Schenley. In 1949 his firm got \$106,661 and in 1950 \$109,980 for public relations work.

It goes without saying, that the salaries, bonuses, etc., listed above are not take-home pay. They're all reported before taxes.

NEW JERSEY'S FOURTH LARGEST MARKET



This is the third in a series of 10 week continuing studies conducted in over 10% of all grocery store outlets throughout Bayonne.

10 week surveys of Margarine, Instant Coffee and now Soap Flakes have been tabulated by brands, sizes, sales, type of outlet, etc.—and are yours for the asking.

Send or call for complete details of current and contemplated grocery store surveys.

THE BAYONNE TIMES

"Bayonne cannot be sold from the outside"
NATIONALLY REPRESENTED BY
BOGNER & MARTIN

INDEX TO ADVERTISERS

Advertising Checking Bureau 28
Agency: Hamilton Advertising, Inc.
American Magazine24-25
Agency: Campbell-Ewald Company, Inc.
American Telephone & Telegraph Co. 47
Agency: N. W. Ayer & Son, Inc.
Ampro Corporation 59
Agency: Ruthrauff & Ryan, Inc.
Architectural Record74-75
Atlanta Journal & Constitution 63
Agency: D'Arcy Advertising Company

Banking 22
Agency: Royal & De Guzman
Bardwell & McAllister, Inc. 78
Agency: Elmer W. Ayer, Adv.
Bayonne Times 110
Agency: Harvey B. Nelson Advertising
Berkshire Evening Eagle 107
Better Homes & Gardens96-97
Agency: Kudner Agency, Inc.
Bloomington Pantagraph 78
Agency: Kane Advertising
Buffalo Courier-Express 2
Agency: Baldwin, Bowers & Strachan, Inc.

Chicago Sun-Times 23
Agency: John W. Shaw Advertising, Inc.
Chicago Tribune4th Cover
Agency: N. W. Ayer & Son, Inc.
Cleveland Press 66
Agency: Fuller & Smith & Ross, Inc.
Consolidated Lithographing Corp. 20
Agency: The Wesley Associates

Davenport Times-Democrat 20
Agency: L. W. Ramsey Advertising Agency
Detroit News 1
Agency: W. B. Doner & Company
Duluth Herald & News-Tribune 79

Florida Newspapers 34
Agency: Newman, Lynde Assoc., Inc.
Flying Tiger Line, Inc. 30
Agency: Heintz & Co., Inc.
Forbes Lithographing Co. 13
Agency: James Thomas Chirurg Company, Inc.

Gould, Gleiss & Benn, Inc. 58
Agency: C. Franklin Brown, Inc.
Gray Mfg. Co. 29
Agency: Erwin Wasey & Company, Inc.
Greensboro News & Record 56
Agency: Henry J. Kaufman & Associates
Greenwich Time 99
Agency: Moore & Beckham, Inc.

Jam Handy Organization2nd Cover
Agency: Campbell-Ewald Company, Inc.
The Schuyler Hopper Co. 49
House Beautiful 87
Agency: Anderson & Cairns, Inc.

Indianapolis Star & News 9
Agency: Sidener and Van Riper, Inc.

Kansas City Star 12
Kimberly-Clark Corp. 109
Agency: Foote, Cone & Belding
Life11, 21
Agency: Young & Rubicam, Inc.
Los Angeles Times82-83
Agency: Smalley, Levitt & Smith
Louisville Courier-Journal 98
Agency: Zimmer-McClaskey, Advertising

McClatchy Newspapers 32
Agency: J. Walter Thompson Co.
McGraw-Hill Book Co. 95
McGraw-Hill Publishing Co.26-27
Agency: Fuller & Smith & Ross, Inc.
Market Statistics 64A
Maryland Glass Corp.3rd Cover
Agency: VanSant Dugdale & Co., Inc.
Milwaukee Journal 5
Agency: Klau-Van Pietersom-Dunlap Assoc., Inc.
Minnesota Mining & Mfg. Co. 91
Agency: Batten, Barton, Durstine & Osborn, Inc.

National Broadcasting Company68-69
Agency: J. Walter Thompson Co.
Nation's Business 4
Agency: Royal & De Guzman
New York News64B-C
Agency: L. E. McGivena & Co.

Oklahoma Publishing Company 50
Agency: Lowe Runkle Company

Passaic Herald-News 90

R. C. A. 101
Agency: J. Walter Thompson Co.
Radiant Mfg. Corp. 93
Agency: Irving J. Rosenbloom Advertising
Resort Airlines 105
Agency: Elmo Ecker Agency
Roanoke Times & World News 94
Agency: Gasman-Levine Co.

St. Petersburg Times 99
Agency: Griffith-McCarthy, Inc.
Sales Tools 95
Agency: George F. Koehnke, Inc.
San Diego Union & Tribune Sun 57
Agency: Barnes Chase Company
Slick Airways, Inc. 58
Agency: The Caples Company
Southwest Publications Co. 80
Agency: George Knox & Assoc.
Spokane Daily Chronicle-Spokesman-Review16-17
Agency: The Condon Company
Standard Outdoor Advertising 32A
Agency: Donahue & Coe, Inc.
Stein Brothers 100
Agency: The Phil Gordon Agency, Inc.
Strathmore Paper Co. 92
Agency: Abbott Kimball Co., Inc.
Successful Farming 31
Agency: L. E. McGivena & Co., Inc.
Sweet's Catalog Service 6-7
Agency: The Schuyler Hopper Co.
Syracuse Newspapers, Inc. 81
Agency: Flack Advertising Agency, Inc.

Telechron, Inc. 33
Agency: James Thomas Chirurg Company, Inc.
Thomas Register 3
Agency: W. N. Hudson
Tires Service Station 32B
Toledo Blade60-61
Agency: Charles F. Dowd, Inc.
Toronto Telegram 77
Agency: Harry E. Foster Advertising Limited
Trans World Airlines 22
Agency: Batten, Barton, Durstine & Osborn, Inc.
Troy Record Newspapers 73

U. S. News & World Report18-19
Agency: The Caples Co.
United Van Lines, Inc. 10
Agency: Stanley L. Cahn Co.

WDIA (Memphis) 98
Agency: Cole & Co., Inc.
WHO (Des Moines) 14
Agency: Doe-Anderson Advertising Agency
WJR (Detroit) 53
Agency: MacManus, John & Adams, Inc.
WSBT (South Bend) 105
Agency: Lamport, Fox, Prell & Dolk, Inc.
WSJS (Winston-Salem) 51
Agency: Bennett Advertising, Inc.
Wall Street Journal 88
Agency: Bozell & Jacobs, Inc.
David White Co. 52
Agency: Klau-Van Pietersom-Dunlap Associates, Inc.
Woman's Day 71
Agency: Paris & Pearl
Woman's Home Companion 64D
Agency: McCann-Erickson, Inc.
Worcester Telegram-Gazette 89
Agency: C. Jerry Spaulding, Inc.

BOOST MIDWEST SALES!

Will build sales volume on advertised line or product on protected franchise basis in Chicago area. Prefer merchandise of high unit value in sundries, hard goods, or appliance field.

Distributor offers high type market coverage. Adequately financed. No draw. Commission or discount basis only. Box 2826, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGER

Or Assistant. Twelve years sales and merchandising experience food industry. Excellent record coordinating sales with advertising; training salesmen; marketing. Desires challenging position with future. Ideal family, age 40, college graduate. Box 2825, Sales Management, 386 Fourth Ave., New York 16, N. Y.

ATTENTION MANUFACTURERS

Do you want more and better coverage for your appliance, housewares and hardware line in the Michigan territory? A new sales agency headed by a well-known, successful operator is now being organized to cover this territory for good, quality lines to the appliance, housewares, hardware and variety field. This man is qualified by 20 years experience selling to jobbers, chains, department stores and premium accounts. Experience includes sales management for leading electric housewares manufacturers. Box 2824, Sales Management, 386 Fourth Ave., New York 16, N. Y.

COMMENT

LITTLE STORY

We know a bond salesman who calls largely on banks and other institutions: schools and hospitals that from time to time have investment funds. His name is Bill. We think you will like this little story about him.

Over the years he had been getting some business from a bank we'll call the "First National." The president of the bank was the "yes" and "no" man on investments, and the board of directors usually followed his judgment. Because the president had varied interests in addition to his position at the bank, all operating details fell to one of the vice-presidents—let's call him "Hopkins"—a man of sound banking experience inclined to be rather shy.

Recently the president of the bank decided to retire. Bill, knowing Hopkins' capabilities, wondered whether he might be tapped for the presidency. He thought about Hopkins' inherent modesty, thought it would be a cause for regret if some other bank officer, less well qualified but a little more aggressive in pleading his own case, would get the job. Bill had a hunch, and he followed it.

He telephoned to Hopkins at his home one night—just a friendly call—but in the course of the conversation he said something like this: "I know there's going to be a change at the bank, and I just wanted you to know how much I'd like to see you head up First National. I just hope that you're 'campaigning' a little in your own behalf. Nobody knows the bank's problems better than you do. I hope you'll go after the job—not wait for it to come to you. Ask for it!"

Hopkins thanked Bill for his interest; he was obviously pleased.

The sequel: A week later it was Hopkins who telephoned to Bill. He had been elected president. He said, "You'll never know what you did for me. You gave me confidence. I outlined a five-point program for future business development at First National, took it to the Board meeting the day after you telephoned me. I presented it. The Board members agreed that such a program was what First National needed. They didn't even discuss any other candidates. They elected me unanimously."

Far be it from us to hit anyone over the head with a moral. We think Bill has a friend—and a *customer*—for life. His performance rates a Triple-A for the highest type of professional salesmanship. The cost to Bill: 15 minutes of constructive thought, and one telephone call.

BLIND SPOT IN THE AUTO INDUSTRY

The American motor car industry now has more than 50 million cars and trucks on the road.

Yet, for all their outstanding ability to sell *products*, the motor makers themselves have begun to seriously

question whether they've done even a fair job of selling their *industry*.

When passenger car production was resumed after World War II, many motorists wondered whether these cars were of "prewar quality." The motor makers did *not* get together as an industry to show that the quality of their postwar products was higher than ever. Prices of these cars were higher than prewar . . . and almost every year since 1945 they have gone higher. The motor makers did *not* explain that their costs—for materials, labor, etc.—were also mounting fast. Some manufacturers made record profits—one of them, in 1950, twice as much profit as *any* company ever has made . . . and labor wondered whether its end of the stick had not become almost too short to hold. In 1951, with higher taxes and wages, stockholders are beginning to think they are being robbed.

This year, for the first time, the motor makers have shown signs that they realize what a big educational job they have to do. Through the Automobile Manufacturers Association, which includes every passenger car maker but Ford, representatives of member companies spent months weighing proposals for a sustained cooperative campaign that would "build . . . public good will."

One campaign, in fact, was unanimously approved by the selecting committee. But then the AMA's Sales Managers Committee decided not to start the campaign "at this time."

All members of the S. M. committee were reported to be for it, except the General Motors representative. GM does about 45% of the industry's passenger car volume and more than half of the AMA members' volume. It would have contributed about \$600,000 of the \$1.1 million annually which the campaign would require.

Whether or not this campaign answers all the industry's needs, SM believes that disagreement and delay every month multiply the questions which a lot of people want answered.

The industry—including General Motors and Ford—would be wise to come up with cooperative and constructive answers . . . soon.

NSE AT NAM

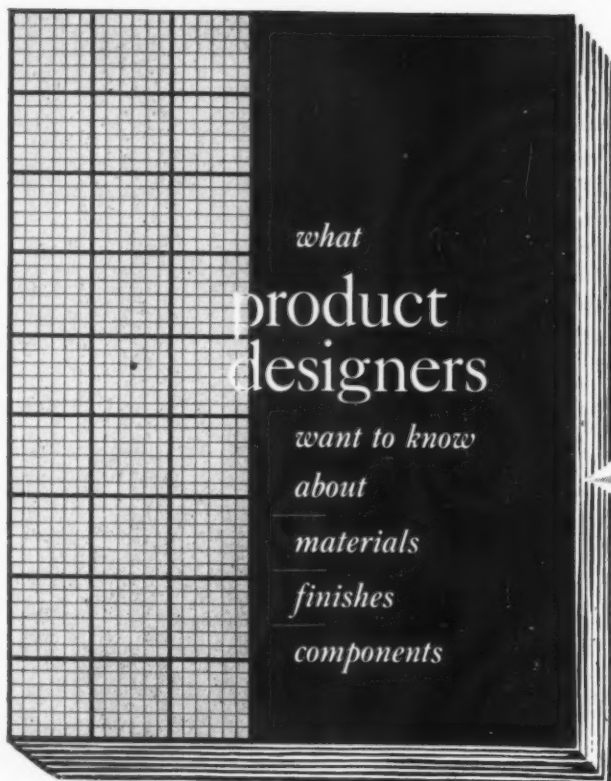
If you blinked at the headline, we don't blame you. We were bowled over ourselves when we discovered that the National Sales Executives had been invited to have its president, Robert A. Whitney, address the National Association of Manufacturers at its recent Congress of American Industry. Bob Whitney made the most of a rare opportunity (usually NAM completely ignores selling as a topic). He asked: "Are we gearing up our selling, advertising and marketing organizations to increase our sales volume 30%"—to keep pace with a 30% increase in production capacity?

Family incomes are bigger
in Milwaukee
... and so are
retail sales per family

| | Milwaukee Metropolitan Area | Average U. S. 25 Largest Metropolitan Areas |
|--|-----------------------------------|--|
| Retail Sales per Family (U. S. Census of Business) | \$3,632 | \$3,293 |
| Median Family Income (1950 U. S. Census of 1949 Income) | \$3,900 | \$3,527 |
| Effective Buying Income per Family (Sales Management Survey of Buying Power, 1950) | \$5,577 | \$5,164 |

The Milwaukee Journal

READ IN 92% OF ALL HOMES IN THE METROPOLITAN AREA



FREE—Thirty-six 8½ x 11 pages of ideas on the selection and preparation of effective product information for design engineers.

table of contents

PART I Where product designers need help.

PART II Where product designers' search for products begins.
The problem of finding more than one source of supply; the time factor in product selection.

PART III The kind of product information designers want.
Product application and performance; physical characteristics; operating and service characteristics; dimensional characteristics; methods of fabrication and installation; cost.

PART IV Where designers look for product information.

APPENDIX Checklist of information for product designers.

FOR THE MANUFACTURER WHO WANTS MORE SELLING OPPORTUNITIES IN THE ORIGINAL EQUIPMENT MARKET

DO YOU KNOW: ... that finding suitable materials and components often gives product designers a tough time?

... that even complete product specifications may not tell a product designer that you have what he wants?

... that product designers need to have the bare facts interpreted in terms of their requirements?

The product design and development men in your prospects' plants are the key to sales. If you don't show them how your product fits their needs — no sale.

This new handbook, "*What Product Designers Want to Know about: Materials; Finishes; Components*," points out clearly what you can do to make sure that more of your best prospects *DO* consider your product.

Actually, product design and development men themselves wrote this handbook. (That's what it is, literally—a handbook of what designers say they need to know about products.)



One of the most welcome gifts to hang on any sales department's Christmas tree is a year-round campaign in

LIFE

Kansas City Hitting New Highs!

UP 16% **DEPARTMENT STORE SALES** in Kansas City in the four weeks ended November 10 showed an increase of 16% over the corresponding period of 1950. The average increase nationally was 8%.

UP 17% **WAGES PAID** to industrial workers in Kansas City increased 17% in the twelve months ended October 31, 1951.

UP 19% **NUMBER OF WORKERS** in factories increased 19% in Kansas City since October 31, 1950. The average increase nationally was 8%. Gainfully employed number 381,000.

Other Plus Signs!

- +** Grandview airport chosen by government for Central Air Defense force headquarters involving an estimated expenditure of more than 50 million dollars.
- +** The new 40-million-dollar Ford plant is under construction and represents a potential pay roll of 6,000 to 7,000 workers.
- +** Expanding work force at reactivated Lake City munitions plant has reached a figure in excess of 8,000. The gain in one month was 1,500 employees.
- +** Apartment projects recently completed or under construction add up to a total cost of more than 18½ million dollars.
- +** The Santa Fe railway is spending 4 million dollars in expanding and reconstructing its roundhouse and yard facilities.
- +** Major expansion of the Standard Oil's Sugar Creek refinery, scheduled for completion by end of 1952, will boost the capacity from 38,000 to 68,000 barrels a day.
- +** States in the Tenth Federal Reserve district currently produce approximately 20 per cent of the nation's crude oil.
- +** Kansas City's metropolitan area ranks seventeenth in population among American cities, fifteenth in retail sales, eleventh in wholesale business.

UP 10.8% **BANK DEPOSITS** in Kansas City were up \$139,606,000.00 in one year, as of October 10, 1951—an increase of 10.8%.

UP 11.4% **BANK RESOURCES** in Kansas City were up \$156,019,000.00 in one year, as of October 10, 1951. The increase was 11.4%.

UP 9% **BANK CLEARINGS** in Kansas City for the first ten months in 1951 showed an increase of \$1,239,954,214 over the corresponding period of 1950. The increase was 9%.

UP 9% **CONSTRUCTION CONTRACTS** were up 9% in Kansas City's Federal Reserve District on a value basis for the first nine months of 1951 as against the first nine months of 1950.

UP 5.38% **ADVERTISING LINEAGE** in The Kansas City Star increased 1,787,562 lines in the first ten months of 1951 over the first ten months of 1950—5.38% gain or more than twice the average national gain.

THE KANSAS CITY STAR.

Evening, 359,547. Morning, 356,924. Sunday, 376,351

KANSAS CITY
1729 Grand
Harrison 1200

CHICAGO
202 S. State St.
WEbster 9-0532

NEW YORK
15 E. 40th St.
Murray Hill 3-6161

GET **ALL 6** EXTRAS FOR YOUR PRINTING DOLLAR

CREATIVE SERVICES... that focus market research, design, copy, and art on your specific objectives

PRODUCTION CAPACITY... that is vast, modern, and flexible enough to meet your every printing demand

INTEGRATED SUPERVISION... that gives you top quality at a fair price under one management responsibility

DISTINGUISHED CRAFTSMANSHIP... that gives you the benefit of up-to-date methods, techniques, and materials

DIVERSIFIED PROCESSES... that tailor your printing to your exact requirements, whether large or small

COOPERATIVE SERVICES... that provide aid in distribution, publicity, and follow-up in field and market results

FORBES

LITHOGRAPH CO., BOSTON

NEW YORK · CHICAGO · CLEVELAND · ROCHESTER, N. Y.

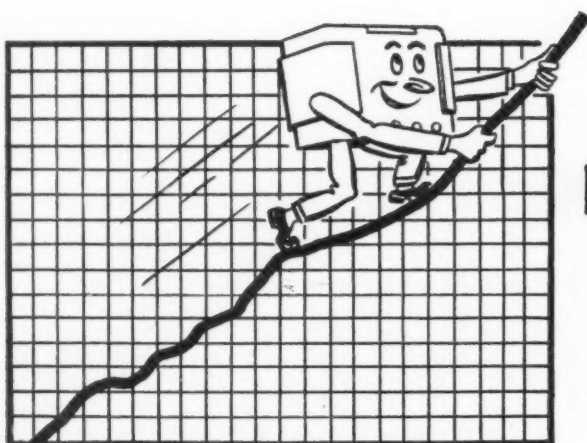
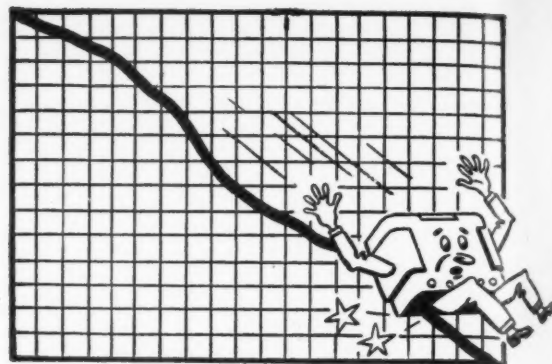
Delivers Merchandising Impact

Creators and Producers of Packaging, Sales Service Literature, Point-of-Purchase and Outdoor Advertising by Lithography, Letterpress, Rotogravure, and Die Stamping



‡ CHRISTMAS SEAL MONTH—HELP FIGHT TUBERCULOSIS ‡

WHO SAID MORNING RADIO LISTENING IS "OFF"?



IN *Iowa*, IT'S
UP 22.2%

The 1951 Iowa Radio Audience Survey* reveals increased listening for *every* quarter hour, 5 a.m. to 12 noon, 1951 over 1949! The increases range from 4.1% (10:45 to 11 a.m.) to 73.9% (6:45 to 7 a.m.), with an average quarter-hour increase of 22.2%!

This remarkable, almost exact comparison is possible because the 1951 Survey asked the same questions about listening habits at these hours, and at approximately the same week of the year as in 1949.

For the twelve-hour period 8 a.m. to 6 p.m. the Survey found an average increase in adult listening of 14.4%! Yet all increases must also be weighed against the fact that Iowa now has more families, more homes, more car radios, and more multiple-set homes than in 1949! It all adds up to an even greater amount of listening, making your Iowa dollar a better value than ever.

With its 50,000-watt, Clear Channel voice, WHO of course continues to be your best radio buy in Iowa. You can prove this to your own satisfaction by spending a few minutes with the 1951 Iowa Radio Audience Survey. Write for your complimentary copy today!

WHO

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager



FREE & PETERS, INC.
National Representatives



*The 1951 Iowa Radio Audience Survey is the fourteenth annual study of radio listening habits in Iowa. It was conducted by Dr. F. L. Whan of Wichita University and his staff. It is based on personal interviews during March and April, 1951, with 9,180 Iowa families—all scientifically selected from Iowa's cities, towns, villages and farms, to present a true and accurate picture of the radio audience in Iowa.

You More

the Spokane Market for example

is a must for more sales in the Pacific Northwest. Rich, stable, diversified industries make it consistently a big producer, and give it consistently high buying power that makes it a big consumer. Big in size, the Spokane Market takes in parts of four states—the "Inland Empire" which, ever since pioneer days, has developed as a unified and independent trading area.

buys more than any city market of half a million. - Its \$1,285,270,000 effective buying income in 1950 represented an increase of 186% over 1940—whereas the entire United States experienced a gain of only 169%. Retail sales in 1950 totaled \$942,522,000—which was 245% above 1939 dollar volume, compared to the U. S. gain of 234% for the same period. Spokane itself, although ranking 63 in population among all U. S. cities, ranked 53 in 1950 sales of general merchandise.

continues to expand in population, industry, opportunity. Constant influx of new residents brought the Spokane Market's population to 984,500 in 1950—a 31% gain over 1940, nearly double the 16% U. S. growth. Impressed by the increasing advantages and potentialities, established business and industrial firms are expanding their facilities, and new and important firms are locating in the area. More people on more payrolls—more customers with more spendable dollars—means more sales and more profits to be had in the Spokane Market.

is covered most effectively by the Spokane Dailies. Accepted as hometown newspapers throughout the vast Inland Empire, The Spokesman-Review and Spokane Daily Chronicle offer dominating and penetrating circulation that can make the Heart of the Pacific Northwest most responsive to your sales efforts.

THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING
SPOKANE, WASHINGTON

**Combined Daily
CIRCULATION**

**Now Over
160,000**

81.84% UN-duplicated

Advertising Representatives Cresmer & Woodward, Inc., New York, Chicago, Detroit,
Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW, Comic Sections: Metropolitan Group.



A market not duplicated by any other news



In Chicago,
it takes 2 to put your proposition over

BECAUSE . . . Chicago has outgrown the power of any single daily newspaper to reach even half of your city and suburban prospects.*

Today it takes two daily newspapers to reach a majority of the market—and for MOST net unduplicated coverage, one of your two MUST be The Chicago SUN-TIMES!

*See your copy of the independent Publication Research Service study, "Chicago Daily Newspaper Coverage and Duplication, 1951," or write us for details.



CONCENTRATED WHERE MOST
OF THE BUYING IS DONE!

CHICAGO SUN-TIMES

211 W. Wacker Drive,
ANdover 3-4800
Chicago 6

250 Park Avenue,
PLaza 3-1103
New York 17

TOTAL CIRCULATION, 586,970 AVERAGE NET PAID DAILY (ABC PUBLISHER'S STATEMENT FOR 6 MONTHS ENDING SEPTEMBER 30, 1951)

DECEMBER 15, 1951

Who pushes your product ?



The Crowell-Collier Publishing Company, 640 Fifth Avenue, New York 19, N. Y. Publishers of The American Magazine, Collier's, and Woman's Home Companion

Let's check the brands that bloom on the Christmas Tree this season . . . in more than 2½ million substantial American homes. Like to be there? Well, no medium can put you there as effectively as The American Magazine. Because, month-after-month, the year 'round, The American is monitoring these families toward better living and wiser buying through **Family Service Editorial**.

Examples of **Family Service**—the December issue

Advertisers of anti-biotics, tonics, emulsions, vitamin tablets, cold remedies, read: **THE MEDICINE YOU MAKE YOURSELF**, a Family Health article.


Advertisers of television, radio, phonographs, records, recorders, sheet music, musical instruments, read: **I BROKE INTO TV**, a quick peek behind the scenes of America's fastest growing industry.

Examples of **Family Service**—coming in January

Advertisers of food products, kitchen equipment, dinner ware, read: **MORE MEAT FOR YOUR MONEY**, novel and informative article on Family Diet.


Advertisers of travel, wholesale and retail—by air, land or sea; of traveler's checks, insurance, luggage, or apparel, read: **ONE THOUSAND MILES OF MAGIC**, a Family Travel article covering the scenic Gulf Coast from Brownsville, Texas to Appalachicola, Florida.

Here are all the prime ingredients for a successful advertising recipe: The American Magazine . . . over 2½ million families . . . incomes 38.7% above U. S. average . . . **Family Service Editorial** that pushes the family to bigger and better buying. In the American magazine your advertising costs less because The American Magazine lives longer and pushes harder.



buy **THE American** MAGAZINE

...sell the American family



DECEMBER 15, 1951



THIS "SALESMAN"

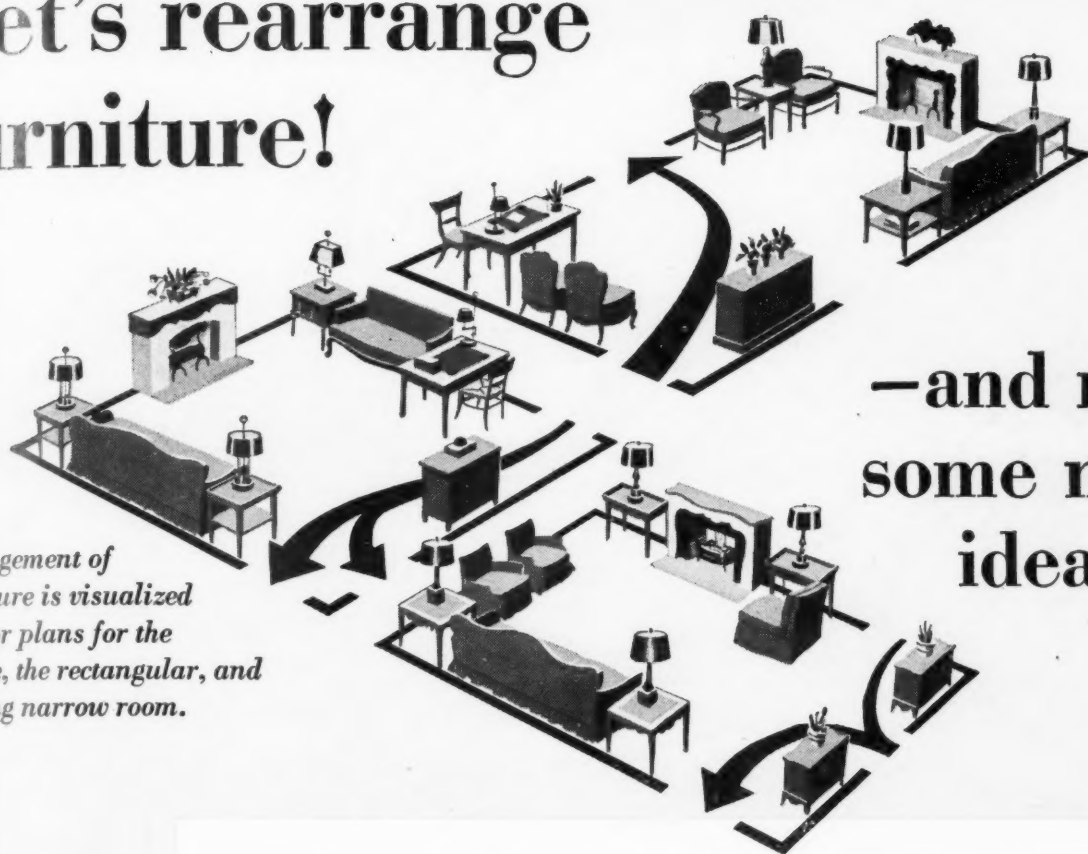
BUSINESS PUBLICATIONS
THE WAY TO CUT SALES COSTS

MECHANIZED SELLING
WHEN YOUR ADVERTISING DOES
ITS JOB (STEPS 1, 2, 3 AND 6)
YOUR SALESMAN HAS MORE
TIME FOR STEPS 4 AND 5.

| | | | | | |
|---------------------|--------------------------------|----------------------------------|--|-----------------------------------|---------------------------------------|
| 1 CONTACT | 2 AROUSE INTEREST | 3 CREATE PREFERENCE | 4 MAKE SPECIFIC PROPOSAL | 5 CLOSE THE ORDER | 6 KEEP CUSTOMERS SOLD |
|---------------------|--------------------------------|----------------------------------|--|-----------------------------------|---------------------------------------|

Let's rearrange furniture!

Arrangement of furniture is visualized by floor plans for the square, the rectangular, and the long narrow room.



—and maybe some market ideas, too!

The above rooms are one of a series which appeared in the November issue of one of the leading home service magazines **SUCCESSFUL FARMING!**

A revolution in farm living is under way. The modernized farm home follows the modernized and mechanized farm.

On prosperous Midwest farms, houses are being remodeled or extended. Second houses are being built for retired oldsters or children's families.

Electric wired farm homes have doubled since 1945. Electricity has brought water systems, central heating, new bathrooms and kitchens. The Midwest farm family is the world's best market today for high quality furniture and furnishings.

These farmers have had an even dozen years of unprecedented prosperity, have billions in savings, and living standards no longer satisfied by borax lines.

Home furnishing is a major subject in **SUCCESSFUL FARMING** these days...because

SF editors know their readers' interests, and how to serve them.

Advertising gets warm response and quick action in **SUCCESSFUL FARMING** which reaches almost a million of the country's best farmers in the fifteen Heart states... farms with the highest investment in land, livestock, building and machinery...operated with the best brains, best methods and best equipment...producing the largest cash crops and highest incomes. The average gross income of the SF Heart state farmer is a good 50% above the US farm average.

Television doesn't touch this market yet, and general media merely fringe it. Nothing reaches as much of the best of it as **SUCCESSFUL FARMING**—the one medium needed to balance national advertising effort. Get the facts from any SF office.

Meredith Publishing Co., Des Moines...New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



something missing...



like California without the

**BILLION
DOLLAR
VALLEY
OF THE
BEES**

THE SACRAMENTO BEE • THE MODESTO BEE • THE FRESNO BEE



McClatchy Newspapers

National Representatives... O'MARA & ORMSBEE, INC.

New York • Los Angeles • Detroit • Chicago • San Francisco

Are you getting complete coverage in California? Hardly—without the Billion Dollar Valley. That's the *inland* part of California—a market *independent* of the coast. Without it, you miss nearly 1/2 of California's total gross farm income . . . nearly 1/5 of its total retail sales.*

So be sure you *do* get Valley coverage. You get it only when you're in the solid *local* papers that inland Californians read and heed.

They are the three McClatchy papers — The Sacramento Bee, The Modesto Bee and The Fresno Bee. Each one reaches 9 out of 10 families in its ABC city zone . . . half of all families in its ABC trading area. Together, they cover the whole Valley as does no other newspaper combination.

*Sales Management's 1951 Copyrighted Survey

SHORT COPY sells . . . competitively



"In the highly competitive beverage industry there is no substitute for constant pressure at the local level. Outdoor advertising provides this for Canada Dry both efficiently and economically."

WILLIAM S. BROWN

Vice President in Charge of Advertising
CANADA DRY GINGER ALE, INC.



One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising — sponsored by

The Standard Group

OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth
of the nation's
consumers . . .

JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION
WALKER & COMPANY • UNITED ADVERTISING CORPORATION • WHITMIER & FERRIS CO., INC.
ROCHESTER POSTER ADV. CO., INC. • RICHMOND POSTER ADV. CO. • E. A. ECKERT ADVERTISING CO.
PORTER POSTER SERVICE • SLAYTON & COMPANY • THE HARRY H. PACKER CO. • BORK POSTER SERVICE
SUNSET OUTDOOR ADVERTISING CO. • BREMERTON POSTER ADVERTISING CO. • C. E. STEVENS CO.
CONSOLVO ADVERTISING CORP. • LEHIGH ADVERTISING CO. • MARYLAND ADVERTISING CO.
AMERICAN ADV. CO. • STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK 22 •

MEASURING READERSHIP Is Surveying Buying Power

When more than 70% of a publication's full-page advertisers consistently use its pages for over 20 years, then definite proof is provided of a high and sustained readership rating — plus buying power.

A carefully screened circulation and a well-balanced editorial diet are responsible for this exceptional standing of TIRES Service Station.

Editorial contents are made to order for the relatively small number of quality tire dealers who actually have the real buying power in the industry. Selected tradesmen are provided with selected reading material, quite distinct from the paper presenting a hodgepodge editorial coverage, hoping to hold the interest of the varied mass retail outlets, which because of their greater numbers must individually have lesser buying power.

With this select editorial presentation it is only natural that a high readership has been developed in TIRES Service Station and year-in-year-out advertising support earned from concerns that closely measure their sales promotion expenditures.

If you have a product that can be marketed through these outlets you will find the quality circulation of TIRES Service Station can do a good job for you.

Let us give you the details about this business paper which for more than 30 years has maintained top readership rating and a corresponding advertising response from a field with high buying power.

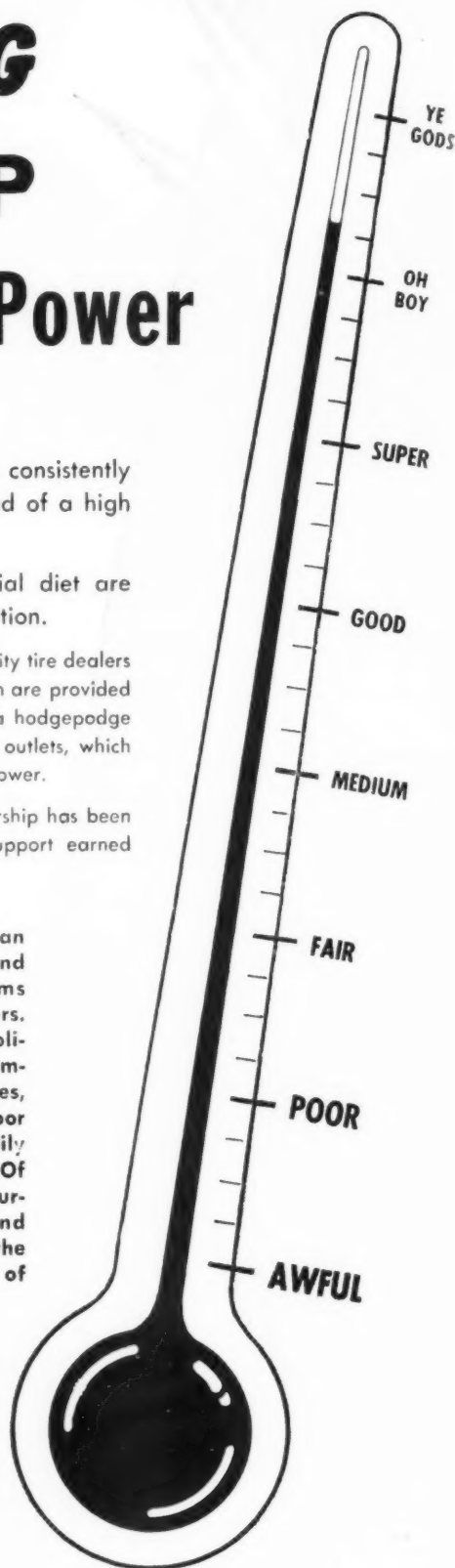
The modern quality tire dealer is an automotive merchant who sells and services a wide variety of items appealing to car and truck owners. Television, radio and electrical appliances are merchandised just as completely as are tires, tubes, batteries, spark plugs, seat covers, car floor mats and the other things so readily associated with motor vehicles. Of course, he is a prospect for the purchase of any sort of office and shop equipment that will insure the speedy and efficient operation of his business.

READERSHIP IS THE GAUGE OF ADVERTISING VALUE

TIRES

SERVICE STATION

386 FOURTH AVE. NEW YORK 16, N. Y.



No other point-of-purchase unit...



lasts so long!

DESPITE SHORTAGES... of other, less permanent type displays and possibly even of your own product... you continue to reach your customers "for the duration" when you use Telechron ad clocks. You do a selling job — now — a year from now — and years after that — when you use long-lived Telechron ad clocks. A wise investment, too, because no other point-of-purchase unit is seen so often... so welcomed by dealers... so low in cost per advertising impression. For full details on Telechron ad clocks and self-liquidating plans, send coupon today. TELECHRON DEPT., GENERAL ELECTRIC CO.

Telechron
 ADVERTISING CLOCKS
 Your All-Time Point-of-Salesmen

TELECHRON DEPT., GENERAL ELECTRIC CO.
 1612 Pleasant St., Ashland, Mass.

I'm interested in more information about Telechron ad clocks and the self-liquidating plans for promoting them.

- ☐ 15" ILLUMINATED AD CLOCKS (Minimum quantity, 100)
- ☐ 12" NON-ILLUMINATED AD CLOCKS (Minimum quantity, 100)
- ☐ 8" CLOCKS for use in displays or dispensers (Minimum quantity, 50)
- ☐ PROMOTION CLOCKS (Minimum quantity, 250)
- ☐ PRODUCT REPLICA CLOCKS (Minimum quantity, 500)

I am interested in.....(No.) Clocks

Name..... Title.....

Firm.....

Street.....

City..... Zone..... State.....

FLORIDA IS ONE OF AMERICA'S BIG, IMPORTANT,
FASTEST-GROWING, YEAR-AROUND MARKETS, AND . . .



If you really want your sales to go places—

You can really go places in Florida
in the territory covered by
Florida's three big morning newspapers.

There you'll get 80% of the State's
effective buying income, 81.13%
of the total food sales, 80% of
general merchandise sales, 80% of drug
sales, and 81.1% of furniture sales.

**Based on counties where combined circulation
equals 20% or better of family coverage.*

**in
FLORIDA
3
WILL GET YOU
80***

*Lowest Cost
Coverage in
Florida's
Top Markets*

FLORIDA TIMES-UNION

Jacksonville • National Representative • Reynolds-Fitzgerald, Inc.

TAMPA MORNING TRIBUNE

National Representative • Sawyer-Ferguson-Walker Company

MIAMI HERALD

National Representative • Story, Brooks & Finley, Inc., A. S. Grant, Atlanta

SALES MANAGEMENT



MARKETING

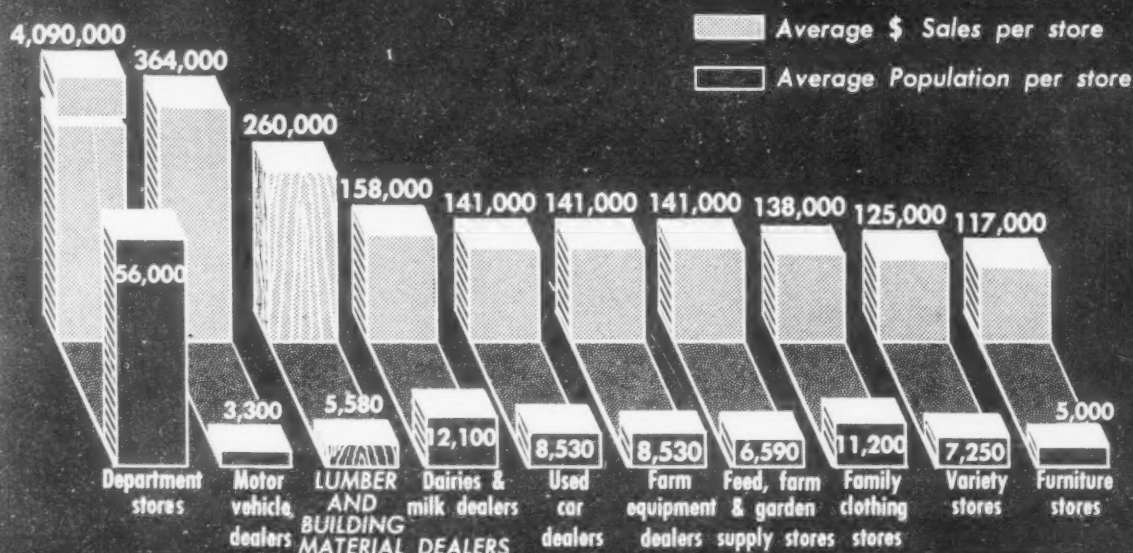
Planned by Philip Salisbury, Editor

PICTOGRAPHS

and designed by Marcia Eliot Pictofacts Studio

THE LUMBER YARD—AIN'T WHAT SHE USED TO BE

Just as marked as the difference between the old corner grocery and today's streamlined supermarket is the change from the old lumberyard to the present building material "super" where you buy not only the makings of the house, but much of the equipment and furnishings . . . it's big business, with average sales topped only by two other types of retail establishment.



Source: "A \$7,790,000,000 Retail Merchandising Giant," *Business Supply News*

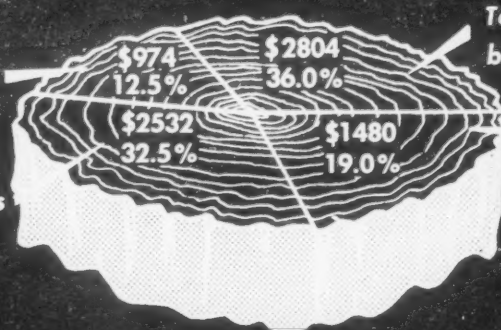
WHO BUYS LUMBER AND BUILDING PRODUCTS?

The 1950 lumber and building product dealers' retail sales volume of approximately \$8 billion was divided as follows:

\$ Volume (millions of \$)

To industrial, commercial and institutional concerns

To non-farm home owners



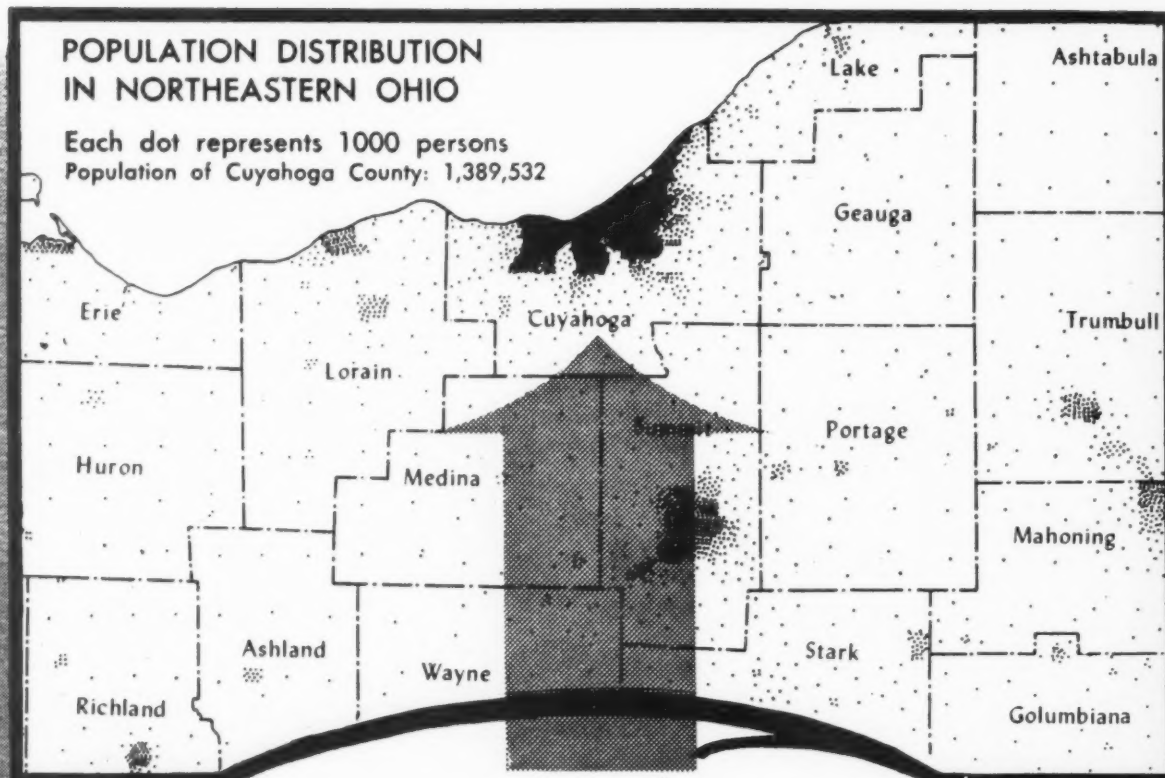
To contractors, operative builders, building mechanics

To farmers

PICTOGRAPH BY
Sales MANAGEMENT
12-15-51

Source: American Lumberman and Building Products Merchandiser

This is OHIO'S PRIMARY MARKET



Cleveland and its 50 suburbs within Cuyahoga County are Ohio's *primary market* and represent a buying power greater than any one of 23 States.

Concentrating 93% of its circulation in this rich, compact market The Cleveland Press reaches 7 out of 10 readers every day.

When you use The Press you are directly and completely reaching the primary market and insuring the greatest impact because The Press is the only daily paper adequately covering Ohio's greatest market.

Without The Press you miss the market

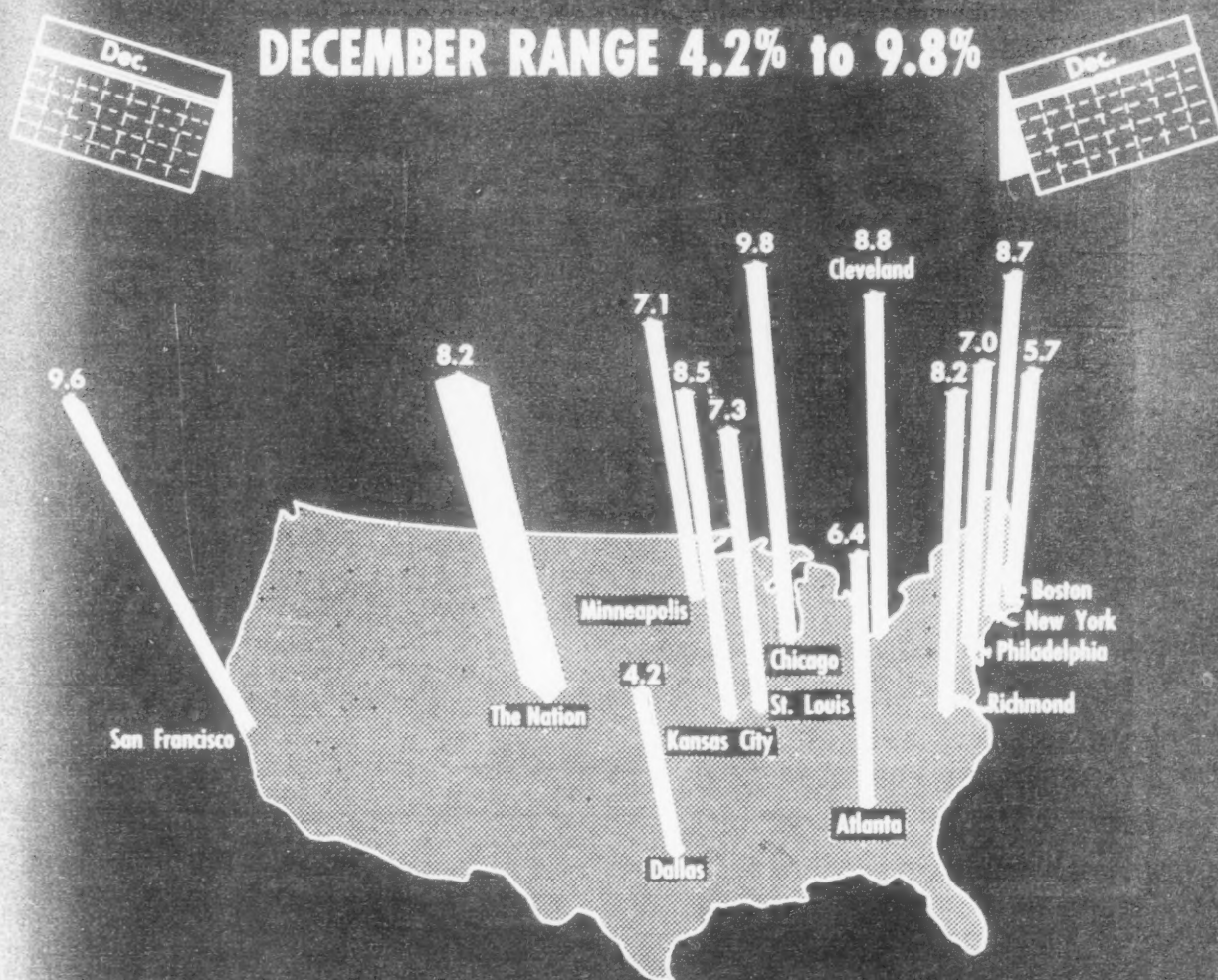


The Cleveland Press

PEOPLE ARE FUNNY THAT WAY

If December is good for nearly one-tenth of the year's appliance volume in stores of the Chicago F.R. district, why does it produce only 4.2% in the Dallas district? . . . and if January is the poorest month of the year for the sale of major household appliances in stores of the Philadelphia Federal Reserve district why should it be next to the best month in the nearby Cleveland district? Because we have so many differing regional buying habits, proper timing of sales and promotion efforts is highly important. The Bureau of Advertising of the A.N.P.A. puts it this way: **THE PUBLIC BUYS TO SUIT ITSELF — ADVERTISE TO SUIT THE PUBLIC.**

The following pictograph shows fluctuations in December department store sales of major household appliances by Federal Reserve districts. Most of the other 149 listed commodities show similar fluctuations.



In the sale of major household appliances, July is the biggest month in all Federal Reserve districts with an average of 16.2% of the year's business. But the low month shows wide variations between November, January and February.

The A.N.P.A. has prepared a valuable loose-leaf book, "Annual Time Table of Retail Opportunities," which uses Federal Reserve figures of department store sales to pinpoint the best selling opportunities each month, giving both national averages and individual figures for each of the F.R. districts.

PICTOGRAPH BY
Sales MANAGEMENT
12-15-51

Source: Retail Division, Bureau of Advertising,
American Newspaper Publishers Association

Advertising

Never before has an advertising medium guaranteed that *your message* would receive attention . . . until now.

For decades, advertisers have bought media on the basis of the number of times that an advertisement *might be* read (or heard) . . . not the number of times that it *would be*.

Publications offer "guaranteed circulation" but no guarantee of the attention that will be given to *your ad*.

Today, NBC Radio invites your participation in a plan which guarantees that your advertisement will be heard in American homes 5,300,000 times each week at the low, low cost of \$2.75 per thousand.

*Based on Nielsen Radio Index . . . a measurement of the specific minute your advertisement is on the air.

attention guaranteed

Significantly, this announcement is made as NBC begins its second quarter-century of leadership in the industry.

There is no if, and, or but about this plan. The Nielsen Audit Bureau,* a division of the A. C. Nielsen Company, will audit and certify the number of times your commercial is heard each week.

If, according to Nielsen's audit, your commercial is heard less than an average of 5,300,000 times weekly, you get a pro-rata refund at the end of 13 weeks. Delivered messages in excess of 5,300,000 are bonus.

The "guaranteed circulation" of the nation's biggest weekly magazine is 5,200,000

and the cost to you for just the "opportunity" to get attention in this magazine is \$3.48 per thousand for a black-and-white page. You pay \$3.48 for 1000 *chances* to have your ad read. Compare this with NBC Radio's \$2.75 *guarantee* that your ad *will be heard*.

• • •

Three leading network programs are yours to sponsor in this plan. Your cost of sponsoring all three jointly with two other advertisers is only \$14,600 per week, including time and talent. You get a one-minute commercial plus opening and closing "billboards" in each show.

Only three advertisers can participate at this time . . . the first three that sign.

NBC

radio network

Where people sell better than paper

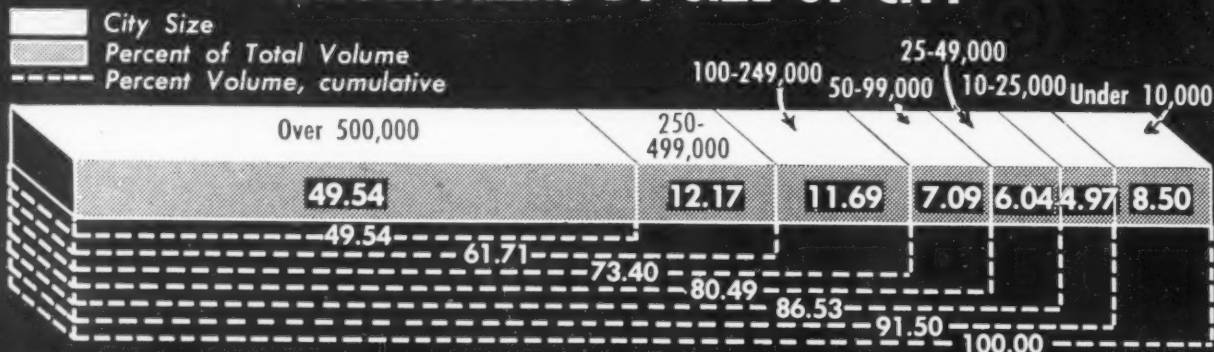
a service of Radio Corporation of America

A NEW LOOK AT MERCHANT WHOLESALERS

















Merchant wholesalers . . . according to the most recent census . . . had a volume of approximately \$80 billion.

Those located in cities of 100,000 or over accounted for slightly less than three-fourths of the volume. While wholesaling is essentially big-city, the bulk of the volume is handled by relatively small companies; those with 50 or more employees had less than a third of the total sales.

WHOLESALERS BY SIZE OF CITY



VOLUME BY SIZE OF ESTABLISHMENT

| | 50 or more employees, % total volume | Under 50 employees, % total volume |
|---|---|---------------------------------------|
| Jewelry  | 13.0 | 87.0 |
| Tobacco & products  | 13.7 | 86.3 |
| Industrial machinery  | 21.1 | 78.9 |
| Automotive equipment & tires  | 21.7 | 78.3 |
| Industrial chemicals  | 22.0 | 78.0 |
| Lumber & millwork  | 23.5 | 76.5 |
| Farm supplies  | 27.4 | 72.6 |
| ALL MERCHANT WHOLESALERS  | 28.3 | 71.7 |
| House furnishings & floor coverings  | 30.7 | 69.3 |
| Wines & distilled spirits  | 31.9 | 68.1 |
| Groceries, general line  | 36.7 | 63.3 |
| Electrical, general line  | 42.6 | 57.4 |
| Iron & steel  | 45.7 | 54.3 |
| Hardware  | 66.2 | 33.8 |
| Dry goods, general line  | 66.3 | 33.7 |
| Drugs, general line  | 80.2 | 19.8 |

PICTOGRAPH BY
Sales MANAGEMENT
12-15-51

Source: U. S. Bureau of the Census, BC-3-W



more circulation where most people shop



in Kansas City
for example...

35 A&P stores . . . 35 shopping centers . . . 26,958 families are reached by Woman's Day in the Kansas City marketing area alone. Because

Woman's Day is sold only at A&P stores, its circulation* is concentrated in and around these shopping centers . . . right where most of your sales are made. What's true in Kansas City is true all over the country: advertising in Woman's Day gives you minimum waste . . . and maximum coverage where it counts.

Compare Woman's Day percentage of family coverage in Kansas City — 9.93% — with that of any other magazine and you'll see why it's dollar wise to advertise in Woman's Day.



Woman's Day

Sold by A & P stores in big cities and small.

the NATIONAL magazine . . . with the NEIGHBORHOOD impact.

DECEMBER 15, 1951

*Total Woman's Day circulation 3,865,000

DESPITE POOR SELLING, THE FARMER GOES ELECTRICAL

9 out of every 10 farm families purchased one or more major electrical household appliances during the past 5 years, according to a survey made by Country Gentleman for the National Electrical Manufacturers Association . . . but the buying impulse usually was generated within the family. Retailers made little or no attempt to solicit their business.

After selling the farm family one major appliance, did the retailer follow them up to try for further business?



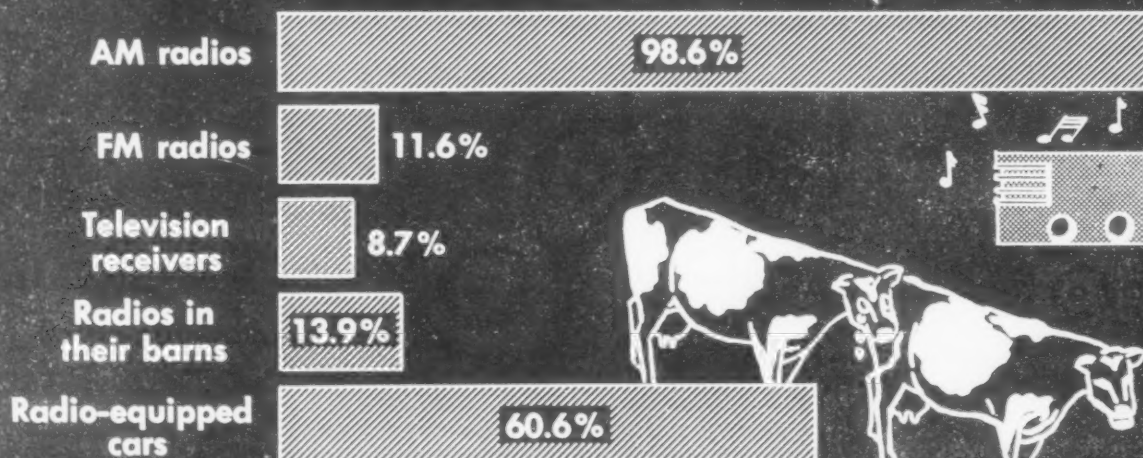
Most of the purchasing of major appliances . . . 77% . . . was done in a town within 16 miles, and 68% in villages and cities of less than 10,000 population.

Source: "Farm Electrical Customers,"
N.E.M.A. and Country Gentleman

RADIOS PLAY FOR THE COWS

If Iowa farmers are typical of those of the nation, our milk is becoming saturated with drama, news and song, for in 1 out of every 7 barns there's a radio playing at milking time.

Listening and viewing equipment of Iowa farmers:



PICTOGRAPH BY
Sales MANAGEMENT
12-13-51

Source: "1951 Iowa Radio Audience Survey," Dr. Forest L. Whan



STOPS THE EYE



STARTS THE SALE



EASY TO SEE



EASY TO REMEMBER



ADVERTISES IN THE HOME



ADDS DISTINCTION AND QUALITY

Blue acts as a powerful Advertising, Merchandising and Selling Tool

Is your package merely a container? Or does it perform double duty as a container and a salesman? Many famous brands have turned to Maryland Blue Glass for packaging that excels in both vital functions. Blue enhances your product and says, "Buy Me!" So follow the lead of many famous brands... pack to attract in Maryland Blue Glass. Write today for samples.

Maryland Glass Corporation • Baltimore 30, Maryland

• Also available in Clear Glass

PACK TO ATTRACT IN
Maryland Blue

***Designed to produce the stepped up volume you need
to maintain your profit position—***

The Chicago Tribune Consumer-Franchise Plan!



RARE exception today is the company which does not have to sell more just to break even. Just a small decline in sales may result in operating in the red.

Advertising today must be looked to more than ever to bring in the volume essential to profit. More importantly, to produce the required volume, advertising must be geared to more rigorous competition and dovetailed with the dominant trends of retailing.

From its observations of advertising and selling in the important Chicago market, the Chicago Tribune has devised a basic procedure which

can win greater sales and a stronger market position for your brand. Operating under it, you can turn to your advantage today's trend toward fewer brands per line and self service.

You can get larger store inventories, better shelf position, and a greater share of the day-to-day buying of consumers. You can build a consumer franchise effectively resistant to the sales drives of competitors.

Successful in Chicago, the plan can be used with profit in any market. It does not interfere with present successful methods. It reinforces them, winning the enthusiasm

of your sales staff and distributing organization.

Retailers are not interested in stocking and pushing a brand which their customers are not interested in buying. The Chicago Tribune plan meets this challenge squarely.

If you would like to find out more about how this plan can fit into your operations and strengthen your market position, a Tribune representative will welcome an opportunity to go over it with you. Ask him to call. Do it today.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Chicago Tribune representatives: A. W. Dreier, 1333 Tribune Tower, Chicago 11; E. P. Struhsacker, 220 E. 42nd St., New York City 17; W. E. Bates, Penobscot Bldg., Detroit 26; Fitzpatrick & Chamberlin, 155 Montgomery St., San Francisco 4; also, 1127 Wilshire Blvd., Los Angeles 17

MEMBER: FIRST 3 MARKETS GROUP AND METROPOLITAN SUNDAY NEWSPAPERS, INC.

!